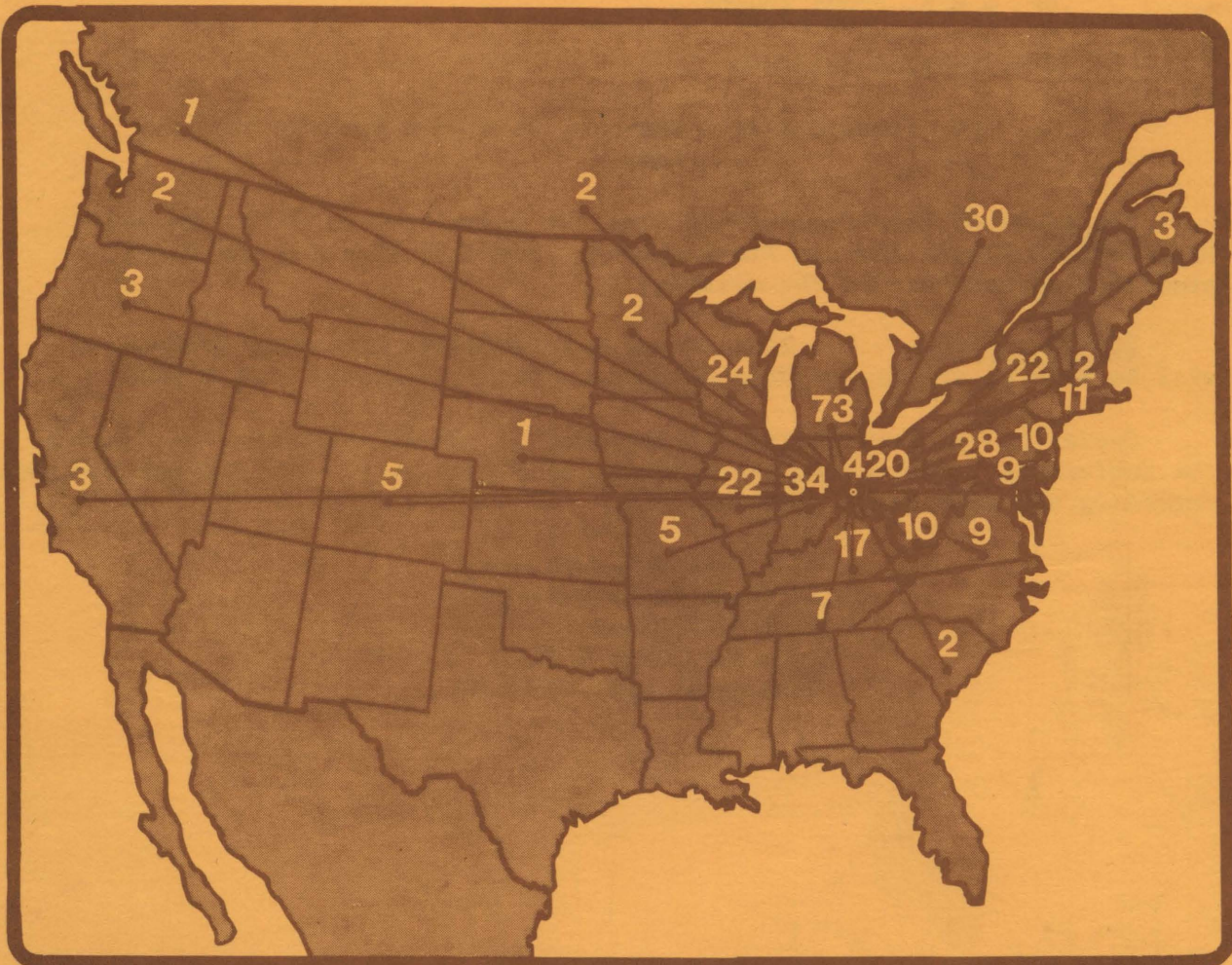


JANUARY 13-15, 1980

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PROCEEDINGS

of the 20th Annual Ohio Roadside Marketing Conference



PROCEEDINGS
20th ANNUAL
OHIO ROADSIDE MARKETING CONFERENCE

Edited By
M. E. Cravens
and
Susan Sullivan

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WOMEN'S PANEL SESSION

HOW WE ORGANIZE IN RAISING A FAMILY
AND OPERATING A MARKET

Moderator: Vern Vandemark
Department of Agricultural Economics
and Rural Sociology
The Ohio State University

PANEL MEMBERS

Shirley Burczyk, Mequon, Wisconsin
Jane Eyssen, Brunswick, Ohio
Dorothy Lawrence, Marion, Ohio
Jonnie Mumma, Dayton, Ohio
Martha Packer, Adena, Ohio

VANDEMARK:

We have with us this evening a most interesting panel of women. They are going to discuss how they organize raising their families while operating their markets. Probably every woman in the audience has an unusual story about how she has taken over responsibility in developing and running the market. Because, as many have said "Behind every successful man, there is a successful woman." So, without further ado, I would like to start by introducing Shirley Burczyk from Burczyk Farm Market, Mequon, Wisconsin. The Burczyk's have a vegetable operation of about 200 acres, strictly truck garden. They also operate a roadside market (every day) and stands in two "green markets" in Milwaukee (three times a week). Please welcome Shirley Burczyk.

Shirley Burczyk
Burczyk's Farm Market
Mequon, Wisconsin

On our farm we've a combined husband and wife team of extremely varied backgrounds, and our goals often clash. But, we have a successful business and a family of eight. Our formula has been good, old-fashioned hard work--combined with communication and a lot of compromise.

In the "beginning", I was a city girl, who was working with people only, as a medical technician. I couldn't even drive a car. Move me to

a farm? It sounded like disaster. It almost was. (If you have a couple of hours, and you want to hear more about this, see me.) But, my husband and I like to think we have been able to advantageously combine the best of each of our talents, although we are a family operation. My husband has the agricultural know-how to make decisions on that end of the business. Since I have trouble keeping a houseplant alive, I prefer picking and selling. Also, as the business has grown, payroll and record keeping has been my department.

We started with a small dairy herd and several thousand chickens. With a venture to a small, local green market in Milwaukee, it didn't take me long to learn to "operate the wheels," as the boys say. Two bushels of potatoes and a peck measure in the trunk of our old car was our introduction to retail marketing. It also eventually proved a good outlet for all those eggs we spent hours handling. I must say, during those early years we farmed with my in-laws, and they were always there with help and advice when we needed them.

As the truck gardening business thrived and grew, so did our family. During those first 14 years, we were blessed with five sons and a daughter. (As our third son, Bryan--now 23--quips, "I've been going to market an awfully long time!") As individuals, only Andy (our youngest) has shown any real interest in farming. The area in which we live is surrounded by subdivisions and, influenced by this, the boys have few friends in agriculture. It took a lot of discipline, on their part and ours, for them to work at home--especially those long summer hours in our seasonal business. When none of them wanted to continue milking cows, my husband decided to disband the herd, keeping only a few crossbred Angus for our own beef needs. We all decided the chickens took too much valuable gardening time for the returns we received, so they were also eased out of our operation.

Although we had been contemplating a roadside stand for some time, we knew the traffic on our road was too limited. Twelve years ago we leased a corner with what we thought had good potential on twenty acres, located about 2½ miles from our farm, we built a two-car redwood garage from which to sell. Our oldest son, Chuck (then sixteen), who had disliked all phases of farming to this point, now assumed selling responsibilities and loved it. That first year we netted only \$1500, but we gained much more from experience than profits.

The next year we found that moving the entire garage to a different angle, with a circular drive connecting two streets, made us much more available and business tripled. Our original insight really paid off when a shopping center located just three miles down the road. Business has now grown to the point where we have five part-time workers, in addition to our daughter Lisa and myself. Lisa, at 15, has a real knack for dealing not only with the help, but also with the customers. She works the stand several days a week and handles all stand work schedules for the other girls. Lisa also has an artistic ability that really shows in creative signs she's made for our stand.

Our three youngest children seemed to show much more interest in working when we started paying them on an hourly basis instead of with a seasonal pay-check. Our two oldest sons, Chuck and Craig, left the farm scene as soon as they were able. But now both are married, and they and their wives often help with the work crunch on weekends. Number three son, Bryan, (still at home), is working elsewhere and going to school at University of Wisconsin-Madison part-time. He loves living here on the farm, as long as he doesn't have to work here.

Our 20 year old son, number four, Blaine, prefers tractor driving. He has always been allocated that job whenever possible. He also sells three days a week at the West Allis green market, which has proved to be an excellent outlet for asparagus, sweet corn and potatoes. Right now he is majoring in chemical engineering at the University of Wisconsin. Our 18 year old, number five son, Andy, will start at Marquette University in Milwaukee next fall. He is going to live at home because he doesn't think Dad and I will survive without him. He is probably right. Andy is in charge of field help (which now totals 12 part-time high schoolers), and he covers the Center Street green market in Milwaukee.

A family member always works with the various field crews. In early summer we start with about three acres of raspberries, which are picked daily and all sold retail. Field work season ends in the fall with potato harvesting. As the family members participating on a daily basis grew smaller, my husband turned more to machinery for help. Several years ago a sweet corn harvester was purchased, and now 35-40 acres of sweet corn are grown yearly.

We've survived on a small budget because we were willing to work together as a family, and there were enough of us to cover a variety of jobs (although I often wonder why I always get the bean picking detail). We are now ready to expand our stand in size, and we've come here for ideas. I also thought I'd bring along a suggestion that some of you might want to use. Every fall we retail several thousand pumpkins on a pick-your-own basis. At the start of the school year, a flyer is sent to every school in nearby districts encouraging teachers to bring their classes on a field trip to our pumpkin patch (we use the 20 acres in back of our stand). This not only sells pumpkins, but brings the kids and their parents back to the stand for our other vegetables. Ladies, it is easier and more fun being a tour guide than a pumpkin picker!

In conclusion, while our family has always stressed the importance of doing farm work first, each member has always been encouraged to participate in his/her own church and school interests. All of us are active in sports and, in that respect, have found it easier to rearrange a farm work schedule than most other occupations. Living and working on a farm has created a close family bond for us, one rarely found in other businesses. Thank you.

VANDEMARK:

Thank you, Shirley. Next in line is Jane Eyssen from Mapleside Farms in Brunswick, Ohio. Jane met her husband at OSU. He must have been a good salesman even at that time, because he convinced her to give up a career in medical technology to become a roadside marketer. I will let Jane tell the story.

Jane Eyssen
Mapleside Orchards
Brunswick, Ohio

My husband and I run Mapleside Farms in Brunswick (the greater Cleveland area, for those of you out-of-state). We have 100 acres, mostly apples, and we retail them from our market, The Apple House. We retail 20,000 bushels a year in small quantities, mostly half-pecks. We also have a Cheese House, which displays 100 varieties of cheeses and gourmet foods, candies, and a bake off bakery specializing in home-baked pies. We also have a Flower House, which displays 10,000 gifts; a seasonal greenhouse, where we merchandise bedding plants; and an ice-cream parlor, which sells 20 flavors.

It has taken 25 years to develop our farm market from a three-month season selling 2,000 - 3,000 bushels to what it is today, with employees year round and two sons joining us as managers. In that time, we have also raised an active family of four boys and two girls, ranging in ages from 14 to 28.

My job has changed over the years. In the beginning, when Bill was in the orchard, I was packing and selling apples with a baby buggy and playpen close by under a tree. I was fortunate to have loving parents who helped with our young family when we needed it most. We have two children with October birthdays that the only birthday parties they remember were those at Grandma's house. Speaking of those October birthdays, you wonder how did I ever have a baby in October. Well I did have to drive myself to the hospital for one of them. As we expanded, my jobs expanded and changed--from packing room manger, Cheese House manager, floral designer, buyer, and bookkeeper. All the while, little ones were under the grading table, in a nearby apple tree, or behind the check-out counter. The apple trees near our store are shiny from children climbing them. Today, my duties are fairly limited to gift buyer and overall administrator.

The family was always my prime responsibility. When the children needed my full attention for doctor and dentist visits, clothes buying trips, school activities, or little league, my husband, Bill, assumed my responsibilities in the market so that I was free to give the children the attention they needed. We realized that we were in a terribly time-consuming occupation, and we felt better if at least one of us was participating in the childrens activities. I am approaching my 20th consecutive year of driving children to baseball this summer.

As each child became old enough to handle a small job (juggling cider, making pumpkins, dipping ice-cream, parking cars, making baskets, etc.), we encouraged their participation, thereby giving them some pride in their part of the family business. We always display a family picture in our salesroom, and the customers delight in picking out family members from the working crew. As each child grew in capability, we gave them more responsibility until, by high school age, they were managing employees, pressing cider, picking apples, running the grading crew. It came naturally that, by their college years, they were spending weekends, holidays, and summers working on the farm in managerial jobs which they felt made them important and upon which we grew to depend.

Bill and I felt my time was better spent in the market than on jobs that we could hire done at home. A cleaning lady kept the house at least sanitary. A kitchen at the market enabled us to serve the small children lunch while waiting on an occasional customer or overseeing the packing crew. Cheat on the housework, cheat on the home cooking, and cheat on the ironing--but don't cheat on the attention to the children. When we work, we all work very hard; but when we play, we all play hard. Perhaps our leisure time with the family is limited, but we make the most of it. We have had some short but marvelous summer vacations at summer resorts. We have great family dinners and picnics on holidays when our shops are all closed. We have a super swimming pool where we can make the most of fifteen minutes. This is all so we can spend time with our family.

We felt it very important that we close our market one day of the week. We chose Monday (as most of you know, Sunday is a big day). We set very regular hours. We close at 6 or 9 p.m.; if it is important to go to church, we don't open until 11 a.m.

You can make your business whatever you want it to be. We've decided to make our business one we could live with.

VANDEMARK:

Thank you, Jane. Aren't these amazing success stories? I'd like to introduce Dorothy Lawrence from Marion, Ohio. Dorothy has had an interrupted career in the roadside marketing. I'll let her tell you the story.

Dorothy Lawrence
Lawrence Orchards
Marion, Ohio

Would you like to hear a great story? Let's get on to it. My husband bought the orchard from an uncle; we had no experience in fruit growing. We had a lot of good help from many good friends in orchard raising and in tree fruit--all kinds of knowledge. We also attended the Horticulture Meetings at the university, which was great. We've tried to benefit from these things.

I really thought I was marrying a rich farmer. So, I got into this by chance, as many of you other city girls probably did, and found out that it was a great life. You have to be a little bit crazy to be in this kind of life. There is no security, except the good Lord who has been mighty kind to us. We never know if we are going to laugh or cry.

We are very fortunate to be the way we are while raising a family. I have no special secrets to tell. Many times my playpen was a crate; it makes a dandy playpen. Babies don't have to have special toys--an apple is fine, and good for them too. At the same time you're watching baby, you can be grading or selling; people love your children. Anyone likes a baby. When we bought the orchard we had two; four more came along in the crates. After the first two, a girl and then a boy, everybody said, "Why would you want a third child?" People who aren't in accord with nature don't understand. We had another girl. Then people thought we weren't quite nice when we had the next girl. The fifth one was definitely a mistake, everybody felt. And by the sixth one, everybody was sure we weren't Methodists. Our oldest daughter worked in the salesroom. She was married several years ago and now has a small baby. He is 8 months old and doing fine and we are proud of him. Our next son graduated from West Point and is now a captain; he commands cobra helicopters. He still wants to know what the crop is like, what the weather is like, how things are. He is still in accord with us, the farm, the salesroom, the apples; of course, we send him lots of apples. They smell so good in the mail, too.

The third child was a little girl, Dolly. She graduated from Ohio State and teaches fifth grade in Brownsville, Texas. Her husband is a medical student in Mexico (that's another story), and goes across the river every day. They have three fantastic children, ages 4, 2½, and 1, who liked crates, too, when they were in the salesroom with us at Christmas time. As I said, an orchard is a great place for children.

Becky was our third daughter, number four child. She has done a lot for the apple industry by being the national Apple Queen in 1976. We traveled 16,000 miles that year. Now she is a registered nurse at University Hospital in thoracic surgery--she takes care of open heart surgery patients. But she still wants to know what's the weather and how everything is.

George is a senior at Ohio State in horticulture, and he is coming back. He will assume duties at the orchard and is anxious for production. He is trying to order his trees (you have to wait a little while to get them) and is very interested in new things. We really tried to discourage him, because of lack of security. There isn't a pay-check that you can count on all the time. But, he is a little crazy too, so he is coming back. Missy is our youngest, a senior in high school, and she's planning to go to Ohio State. She is talking environmental science.

We've had a fantastic life. We laugh alot. Of course, we cry alot, too, which is good. We have faith in God, and our fellow man; I guess we have to. We know it is a crazy life, but we don't want to do anything else. Most of you are the same way; it has just got to be.

VANDEMARK:

Thank you, Dorothy. Dorothy got so busy philosophizing that she forgot to tell you that, with six children who fall out of the apples trees, it helps to be a registered nurse. Until eight or ten years ago, their operation was 90% wholesale; now it is 100% retail and Dorothy works full time in the salesroom. She is a busy girl.

At this time I would like to introduce you to Jonnie Mumma. Jonnie, carry on.

Jonnie Mumma
Mumma Fruit Farms
Dayton, Ohio

First, I would like to say that I must be at the wrong market. I think this job is really hard--it is not easy to raise a family and children. These other women are doing it so easily that you aren't going to believe all my problems. This talk is directed to the women in the audience, and I hope the men will bear with me. I am, however, not a women's libber, so you can relax. I am a survivor--a survivor of a modern day farm struggle. I am helping my husband do his thing--make money--in order to do my thing--spend money!

Our market is open seven days a week, year-round, in Dayton, Ohio. I work seven days a week during the "in-season", and four to five days a week during the remainder of the year. We also farm, raising such crops as strawberries, raspberries, cherries, sweet corn, melons, pumpkins, gourds, squash, apples--the whole bit. My husband, Rick, and I have three potential cashiers, but no tractor drivers. Michelle is 12, Laura is 8, and Stephanie just turned 3.

I want to take a very quick look at the merging of two full-time jobs, motherhood and the farm market. I'll be the first person to admit, I can't do it all myself. Be realistic. Farm market operators are great doers; they often attempt to complete the work of at least ten people single-handedly. They set goals for themselves far beyond the reach of Wonder Woman or Superman. No longer is the farm market a small, roadside stand; it is becoming big business.

When you are hiring for the market; don't forget to hire for yourself. Are you often tired? Depressed? Overworked? Under-rated? Has your personality been destroyed by customers squeezing tomatoes? Poking holes in the melons? Stripping down the sweet corn before your very eyes? Has the phone which rings constantly from the crack of dawn become your number one enemy? Do you leave your children all day long, realizing that they get only what is left of you, and very little of the best of you? Have you cleaned and straightened that market all day long, only to come home

to what looks like a scene from the Xenia tornado? Has your Julia Child cookbook been laid aside for a bag with the golden arches on it? Does your brand new sewing machine, a bribe for all this work you've been doing, now lay with a nice pile of clothes badly in need of repair? When you are hiring, don't forget yourself.

First of all, there is the babysitter. I hire at least two full-time sitters for the season. After all, no one else is going to work seven days a week. You are going to need at least two. A college girl with a car who comes to my house is my first choice. She can then take the children swimming, to the movies, to a friend's house; she is young and she has lots of energy. Busy children are happy children.

My mother-in-law remains on constant stand-by for any and all emergencies. Housekeepers--this is not a luxury, this is a necessity. This is the first year that I have had someone come into the house to do the ironing and cleaning. It is a great feeling to come home and know that a path has been cleared and the ironing is done. A combination babysitter/housekeeper might be better yet, but I haven't found one. My children are also expected to help with the household work.

Food and cooking, problem number three. Better stock the farm shelves with the products your family likes to eat; this is your best bet. Buy and cook in enormous quantities, and freeze everything that is left over. This one is going to get me into a little trouble with the men--I wasn't anticipating quite so many in the audience--go out and buy yourself a microwave oven. It will save you time, and time is money. After all, your husband wouldn't hesitate to buy a new piece of farm equipment if he thought it was going to cut his time in half. My kitchen is full of things that whiz and whirl; I have every appliance that has ever been made. Another nifty trick is teach your children to prepare simple foods. You can call ahead, tell them you are going to be a little late. They can learn to make a salad, make jello, or bake a potato. If all else fails, go to the nearest quick-food restaurant, place the bag on the table and light a candle for that special "homey" touch. Even a Big Mac will seem better if it is by candlelight.

It seems ironic that I can spend day after day giving advice on cooking, freezing, making jams and jellies, and yet I have no time to do these things for my own family. My husband snarls at the mere idea of his stemming strawberries, pitting cherries, or husking corn at night. Heavens, he grew it--what more do I want? Solution #1: Find a friend or a neighbor who is, of course, using your recipe anyway (everyone is) and make her a "produce trade." You give her two flats of berries, and you receive one back, all processed in your favorite jam or jelly. This works very well. Solution #2: Have the girls at the farm help you on the first rainy day. What if it doesn't rain? I've had that happen. That's another problem.

As I indicated earlier by my extensive need for babysitters, I cannot provide a safe environment for my children at the market. The traffic is heavy and the pace is too fast to keep track of my little ones. My twelve-year-old did, however, work at the market this past year about four days a week. She received a salary half of which was put into a savings account

and the remainder used for clothes and recreation. This worked very well. She did an excellent job and, most of all, I had a very well-dressed daughter by the end of the season. Perhaps Mrs. Eyssen can tell me what to do when she gets a little older and we have to face the possibility of the boys on the farm asking for dates. I'm not going to cross that one just yet.

Your family and mine, Rick and the children, are the real reason for this over-programed adult you see before you. I love them all, dearly. It is important to remember that the market exists for you, and not you for the market. Take time for birthdays and school functions; each happens only once. My family does, and always will, come first--for better or worse. I thank you.

VANDERMARK:

Thank you, Jonnie. You would never know that she started out as a school teacher, would you? One year. Then she became a runner--will you run and get this part--and draw the picture so she would recognize it. Later she was in charge of pick-your-own. Now she is a full-time market operator.

I would like to introduce Martha Packer from Adena, Ohio. She is also a registered nurse. Her husband graduated from OSU, and his family has been in roadside marketing since 1920. She was from a farm living half a mile from her husband. Take it away, Martha.

Martha Packer
Packers Orchard
Adena, Ohio

We do have a roadside market that is open year-round. Like Vern said, it has been in the family since 1920. Bill's father took over in 1940, and we took over in 1975. Since then it has been one rat race after another.

I am first of all, a wife. I always will be. Secondly, I'm a mother. I can't decide whether, thirdly, I'm part-time nurse and part-time market operator, or just what. That role has changed throughout the years that we have operated. Before our third child was born, he just turned two, I was full-time market. Since then, with another toddler who just turned four, I don't spend a whole lot of time in the market, unless I'm really needed. It is just not safe in the market for the children. One, we are really close to the road. Two, there is too much candy and goodies for the kids to eat, all day long, that you can't set up high where they can't reach it. In the market the goodies have to be within reach so people will buy.

Recently, I have resorted to my nursing career. I am working three nights a week, 11:00 to 7:00. Therefore, Bill is home with the kids all night long. I stay awake all day with the kids, and sleep when they take their naps. Since our third child is in school (she is nine years old), she is not at home, and the two little ones do still take a nap. But, I feel that my time at home right now is important to me, and we hire my mother, who is quite interested in the operation, to work in the market. The income that I bring in from working part-time as a nurse helps supplement the business until I can become full-time market, again, when the kids are a little bit older. I feel this is important to us right now.

Bill is still full-time manager of the orchard, and we are small, but we are mighty. We don't have 30 employees and 65 other people to help us. We do have Grandpa, who is full-time market. Grandma completely washed her hands of the deal when we came back from college in 1969. She had had it, with everybody pinching tomatoes and peaches, rolling the melons and shaking them to see if they were ripe. My mother, as I said, works three days a week for us. We also have a couple of high school boys who work for us on Saturdays. Bill takes care of everything else, and it is pretty rough sometimes, as you well know.

One really big and important part of our lives is our relationship with Christ. We feel you can't start a morning without opening your eyes and praising God for everything that you do have. It may not seem like much. You may wonder what you are going to have for lunch, if you are ever going to get that house cleaned, if anything is ever going to get done, or if anything is ever going to be organized in your life. But, stop and count the many little blessings that you have as a farm family--and I mean family. Not just people running around in the city, one member of the family running one direction and one the other, never even having a meal together. Stop just a second, at least in the morning and the evening, to praise God for what you do have. Be thankful for your family and for being the number one person leading those little ones around and training them to be the way you want them to be.

I don't know how the other women organized all this with operating a market, but I guess I have it to look forward to since my kids are still little. Therefore, I have nothing else to add to the discussion. Thank you.

VANDERMARK:

Thank you, Martha. I think we had a real lesson in family cooperation this evening--nothing can be accomplished without pulling together.

The panelists are to be commended. I think they are perfect examples of many in the audience because they've worked for what they have. Thank you all.

MORNING SESSION

Chairman: Robert Cobbledick
Ontario Ministry of Agriculture and Food
Vineland Station, Ontario, Canada

GROWTH AND CHANGE AT
MONTROSE ORCHARDS

Don Hill
Montrose Orchards
Montrose, Michigan

A Slide Presentation

To begin, our market is located in the country. We are not on a main highway; people don't just happen to find us, they have to be looking for us. We are located within quite a large population area, between the cities of Flint and Saginaw--we are about 20 miles outside both cities. But there is no direct route for anyone to get there. I make this point because I know there is a difference in the way people operate farm markets--we have to play the game according to where we are located. For years I was under the impression that if we did the best job in the world of growing apples and displaying them on our counter, we would have customers. I wallowed in this assumption for a number of years, while selling about the same number of apples each year. But, I finally came to a realization after folks in the business told us that we should diversify a bit. We tried this and found that selling items associated with the apple (that complement the apple) made it more entertaining for the customer. They should go out of their way to come to us more times during a year, and our dollar volume went up.

I am not a roadside market; I am a farm market. I'd like to make that clear. When I advertise, I talk about farm. The biggest asset I have in my business is the fact that I am not a roadside market. I'm different. What do I have that is different? I actually till the soil. I've got some trees in the ground. I've got berries in the ground. I actually grow some of the things that I sell at my market. I think we should take a long, serious look at what we call ourselves. Let's put farm in our name, because farm is the one asset that we have that will bring people out.

People like that association with the farm. In Michigan, we call ourselves a farm market. I hope that we can expand that and get more

people thinking in terms of a farm market. If people find one farm market where they like to buy, they will not only tell their neighbors but also search out other farm markets. That is my criticism of this conference--I hope that next year they will call this conference the Farm Market Conference.

We operate approximately 200 acres of fruit. That is not all fruit in production--a lot of it is young and not producing much fruit. Ten years ago I thought I ought to be growing more fruit. I expanded; I took on other operations. I leased several acreages of fruit. But, in our area, there aren't very many prime sites for growing fruit--the orchards are few and far between. I was operating a farm 13 miles south of us, and had to take our equipment and our help there to take care of the orchard. I rented another farm about 35 miles east of us, and another about 8 miles east of us. Finally, after a few years, I decided that I didn't have to grow so much fruit. In the transition of reducing the operating and not spreading myself over so much of the state (I'm still operating the two orchards closest to home), I have lower total fruit production but higher concentration on what I'm doing. I do buy a few apples to fill in the slack from what I used to produce. But, I find I don't have as big a labor problem. And, the daily dollar volume of the market keeps going up. I don't miss that extra fruit production when I make out my reports at the year's end.

I have a 5 acre cherry orchard which was planted in 1942 and 1943, and we've been in the U-Pick business for years (both cherries and blueberries). We furnish ladders, buckets--everything for our customers to work with. People of all ages come to pick blueberries, but I had the feeling that every year my cherry customers were getting a year older. I figured that, by the time the trees got ready for the ax, I wouldn't have any customers left! We had a beautiful crop of cherries about five years ago, and I had a chance to buy a cherry pitter. So, we put up a building and now have a cherry pitting service for the customers. Now I find that, with the cherry pitter, we have younger people coming to pick cherries. They don't want to spend 14 hours pitting cherries and putting them up for the freezer.

About 10 a.m. the first morning that we had the pitter, a lady came into the building with about 5 pails of cherries. She said, "Boy this is beautiful. This is my second trip today." She had been in with her kids, picked the cherries, had them pitted, took them home, froze them, was back to pick more. That is the type of customer that you want to serve--the customer that will use the cherries. They are the ones that come in regularly to pick up extra.

I have now started replanting my cherry orchard. I have developed land farther back in our orchard, and we have young trees in the ground. When you order cherry trees, you don't order them this year and get them this year. You order them this year and hope that you get them in three years. Our first trees went in last year. We have another five acres of cherry trees ordered, and they are supposed to be here next year.

It is a half mile from the entry of our farm (where our salesroom is) back to the area where we pick blueberries. We have about 15 acres of blueberries for U-Pick. In my mind, there is not a customer in the world that needs a blueberry. The only reason they come is because they enjoy the blueberries. They have to come out to the country to find us. We try to maintain a clean patch so they can have good picking when they get there. Opening day has been a problem for us--sometimes there are so many people it is hard to take care of all of them. But, opening day is the only day we have a real mob problem. Many of our second days, however, will go 7 to 10 tons! That is a lot of pails of blueberries, and people come a long way to pick them. We have a number of folks who come from Ontario regularly to pick. They are also asking about cultural practices so I know they are thinking of getting into the business.

Here you can see the cultivated blueberry. The bushes stand up just over six feet high. Three or four hundred people might be in the patch and you could stand at the end and not see anybody. But, they are in there having fun. Folks tell us about how much fun they had picking blueberries. They come back to the farm because they know we are a farm.

Our main fruit item is apple sales. Traditionally, our apple volume would become heavy in mid to late September. We would reach a peak in October, and then start down. Now we find that, with blueberries bringing people in August, our apple sales start to grow in late August and continue to be really heavy in September and October. Blueberries give us a three to four week start on the big volume of folks coming to the market to get apples.

Our check-in and check-out stations are just a matter of a simple wooden table with umbrellas to protect the folks from working in the sun. We just line up about four scales on the tables. Really simple. Our girls are there to weigh the customers' empty containers as they come and the full containers going out. One reason the U-Pick business is fun is that each night you have a bag full of money to take to the bank--no waiting. We also have four check-out stations (simple tables, again) at the patch so we can spread our crowd a little bit. Not much expense. They believe you are a farm if you haven't put up a big fancy building.

Along with the blueberry harvest, Montrose Orchards has a Blueberry Festival, sometimes with a float such as this one with Pooh Bear and Tigger. This is the State Apple Commission float that we had in our parade.

The tile-sided building you see there is our market--our main salesroom. Back about 1936, the Michigan State College said in a bulletin that the best type of structure for storing apples was a tile structure with shredded redwood bark between the walls and a hip roof. My father built one--the second one in the state with that type of construction. We have expanded hodge-podge from there. Every time we got a little crowded, we put up another little structure or add on in one way or another. Our sales structure is a 24' wide, 110' long front on the building. That is where we do our retail sales for the year round.

I'd like to mention our parking lot. It is a tarred, hard-surface parking lot. We were reluctant at first, because our customers parked on the gravel driveway for years and we thought they might think we had too much of a roadside image. But, we find that they like the cleanliness of it. They don't pick up the dust and mud and dirt from the tar that they did when we had the gravel and sand combination.

We've had popcorn for years, and we try to keep a line of vinegar, jellies, syrups, etc. A lot of folks are interested in them. If I had to rely on these things for income, I would have been out of business years ago. The profit level is not very high. We sell quite a lot of them, but we don't make enough to pay the labor bills. Our payment of the labor bills comes from selling apples.

We display apples in the poly-bags with rare exception. Once in awhile we sell peaches and some apples in bushel baskets but the bulk go in the half bushel bag and some in the peck and half peck bags. We find that customers will pick these up and check them. That is the major part of our daily volume.

Along with the cider that we have made for years, we thought maybe we should get into the doughnut line (everybody mentioned how good an item cider and doughnuts are). Then we thought maybe we should get into the pie line. On a tour with Gene Cravens in the East we decided that maybe pie sales would be good for us. Well, the fellow that sold us the ovens said, "You are spending \$4,000 for an oven; spend \$1,000 more and get a proofer. Then you can bake breads." I wasn't for it, but my wife was, so I relented. We put in the proofer and it took about three years to get off the ground. At this time we are getting a tremendous volume from our bakery. Without the bread, we would have been in trouble. The pie volume is nice, but not enough to pay for the equipment. The big volume is on bread. We do make some special breads, such as apple and cheese, along with other standard types. The bakery has brought people off the main roads. They can see the bread go around in the oven and they get it hot, in most cases. Our bakery total may be a quarter to a third of what the apples total is, but it has brought more people in to get apples.

I didn't get a chance to take any new pictures of our fruit baskets, but we took a cue from former speakers at this conference and went heavier into fruit baskets this year. We have been amazed at the number of folks who come for them. We've shipped baskets all around the country. This year we put on some promotion. Instead of staying strictly with our newspaper and occasional radio ads, we started in October with ads on television about apple cider. It increased our volume of cider, obviously. The first of November we started with fruit baskets, and ran this ad, like a shotgun pattern, on television up until the 20th of December. The number of folks who came for fruit baskets was bewildering. We continually had to get more supplies, which was beautiful. That is what we want to do--we want to sell. It kept our help busy, extra-long hours a day. They don't start buying baskets until about the 15th of December, but the volume from then through the holidays is tremendous. We are going back in the fruit basket business next year even stronger.

We are always a little uncertain how effective an ad is going to be. We have always advertised in local papers, and these are quite effective, and we've also had ads in the Flint and Saginaw papers. This year, at the end of our plum season, I left the word "plums" in our Flint ad and I've only had two people ask me about it and have yet to have one customer ask for them. I've been out of plums for several months. One grower said, "You know plums are still in your ad?" I said, "Yes. I haven't got any." My wife asked why the heck plums were still in the ad and I said, "I'm just wondering whether anyone will comment on it." It makes you have second thoughts on just how effective that ad in the paper is. We know it is not catching many people. I have the feeling, in that type of paper, we could list anything. The only people who see it are the people who say, "Hey, where is Montrose Orchards? I don't know the address. Let's look at the paper and see if there is an address." Those people might find the address and might find us.

What have been effective for us are the television ads--just 10 second shots. They weren't nearly as expensive as I thought they'd be. But, from their first day, we had comments all day long from people who had seen our ads. They weren't coming for fruit baskets or cider, but they had seen our ads. They were reminded about our orchard, and they came to buy. Our volume this year is up tremendously over a year ago, and we are really pleased.

A question we are asked quite often (since we've got another market not too far from us) is, "Aren't you worried about the competition?" As I said when I started, competition isn't bad. Our market image is good. If we have another farm market that is doing a good job within our area, beautiful. Satisfied customers are going to talk to their friends about good buys, good products, and good service they got at the farm. They are going to refer more people to our type of business. I'm all for more quality farm markets, and more well-qualified people running them.

A comment was made earlier about less people coming due to the shortage. We can see no difference. We are lost in the country, but our customers come regardless. We surmise that, with gas rationing, things might get like they were back in the '40's. At that time we had fewer people, but they took higher tonnage. We thought we would see some of that this year, but we are just twenty miles (within a gallon's reach of them) and right or wrong, they need some place to go. They can justify coming out to the farm market, where they can't justify a trip just for recreation. Maybe the markets that are farther out, and depend on a tourist route, are hurting. But, people are just chomping at the bit for some place where they can justify going, and I want to justify my market as a place for them to come. This year they did come, and were very happy.

FIFTY MINUTES FROM TORONTO

Tom Chudleigh
Chudleigh Apple Farm
Milton, Ontario, Canada

A Slide Presentation

For years, I have taken much information from this convention back to my country. I am really happy to be asked to contribute, in some way, to roadside marketing and the farm organization.

Other than growing apples, one of the things I like to do is study people. A customer, when he comes to the farm, is in a strange environment and does the strangest things. He may be a neurosurgeon or computer designer or other successful person but he does stupid things you can't imagine. You think, isn't that guy dumb, or you might say, well, he wanted to do something there and was trying to do what he thought was normal. If he wants to do that maybe we should provide it for him. Why do we tell him, look, you are going to park there, you are going to get on this wagon, you are going to pick that tree clean, you are going to pay there, etc. Why tell them to do all this? Why not just watch them and try and figure why they do what they do and set up to let them do it and enjoy themselves.

Would you rather have to sell a beautiful large Delicious apple to someone who had just finished Christmas dinner or a small scabby McIntosh at a dollar to a kid who had just finished a hockey game? I'd choose the hockey game or the ski hill sale. There is a time and place and situation that is best for selling and you can't force it.

I am an observer of people--as customers. What I have found is that, if you are going to sell a product, you've got to create a want. After you have created this want, you begin to get all goose-pimply about what the price you should charge. We think, "If I sell in the wholesale market, I get 12¢ a pound--no I would only get 8¢ a pound. Well, with pick-your-own, golly, I don't even truck it and maybe I could really do it for about 6¢ a pound. However, down the road it is 19¢ so I think maybe I could get 17¢." There goes the theory. When you bought the last funeral flowers did you call up the florist and say, "I want three carnations, four mums, two roses. How much will that be? \$7.85, well, throw in two more roses and send it to the funeral home." You don't do that. Instead you say, "Send a \$20.00 bouquet to the funeral home. Of course, you may get \$7.85 worth of flowers and you don't know what is in it.

There is something to price setting; an environment to set a price at. But being farmers--growing apples all day, filling the storage, filling the containers, running them to market, worrying about price and labor, and collecting accounts--we are into the forest so far, we can't see the trees. There is a whole different environment that we operate in that maybe we don't fully understand. It's not like Walt Disney standing on the back of an alligator in the middle of a swamp saying, "Buy it boys, it is a bargain." He had created a fictitious environment. I don't know how much I spent there; it was a horrendous amount. Nobody in his right mind would spend like I did. He put me in a happy environment, a world where even the workers picking up the garbage were smiling and happy. People are willing to pay for a pleasant environment. You spend \$20.00 at the funeral and \$300 for Disney World.

Suppose you take your typical periodic customer. A man and his wife; he is in jeans, and she is in jeans. They are modestly decked and modestly clothed. Their eight year old girl, blond, dancing along and about a ten year old guy who is the active one. He is ahead of everybody and he is charging in. Then they have a fourteen year old boy or girl who is a little bit shy, a little bit self-conscious, holding back a little bit trying to be cool, maybe a step behind Dad. Perhaps I'll be criticized for telling apple growers this but I think it proves a point. Put him into a room, 10' by 20', where you had apple pictures on the wall, and sounds of apples being crunched and eaten; and where he had to move by the branches of apple trees to get through this room. As he walked through, there would be odors of apple pies as they baked, tractors roaring in the background, and sounds of birds. The tour goes on and on. As he got to the end of the room, you'd say, "Twenty dollars," just like at Disneyland. The guy says, "I've only eaten two apples--for twenty bucks?" You'd say, "Yes, but I gave you an experience you couldn't have had elsewhere." The guy says but two apples for twenty bucks? But you got an experience. That may be slightly fictitious. I may have run off the deep end. But, you can create an experience, wrap up five dollars worth of apples with sunlight and fresh air and sell it to them for ten bucks, and they will thank you for it. In downtown Dayton, or Toronto or Chicago they can wrap up any kind of a situation in a movie or video production and sell it to school kids and adults. I paid \$4.00 to see Kramer vs. Kramer and all it was was a married couple fighting all the time. It took them an hour and a half and I paid for the experience. Some experiences you can do without.

Being 500 miles away from home, having two carrouseles full of slides, and talking in a comfortably warm room--when you haven't even seen my farm--I can act pretty smug. I can sit here and tell you that I am going to sell somebody a C-grade MacIntosh for a dollar. I can tell you that I am going to juice up a family going through a twenty foot room and get them so excited that they will give me twenty bucks. But, when it comes down to farming, you've got problems. Bills are stacked about a foot high; you need a new truck driver, the girl doing the selling is getting a little snooty and wants more time off when what you want is more hours per week. Maybe you don't have these problems, but I sure do. You'll go back to your farm after I gave you this talk about creating a want, wrapping up an experience, and it just seems too far out. However, when we

get home I refer to this as entertainment farming. I don't know where the term came from.

We are located between Toronto and Guelph--Toronto has 2½ million people; Hamilton has half a million; the Kitchener Guelph area has another 300,000--and we work like hell trying to get one percent of all those people to our store. You can see the farm from the highway. The property I own comprises two units--one is the green grass and orchards, and the other is the parking lot. They are separated by a chain link fence so that you walk in through the gate and you leave through the gate. No vehicles come through; there is a definite separation. I don't need to check hubcaps for stuff going out. When we started, somebody told me this was the way to do it. After fourteen years, I am convinced that there is a lot of merit to that system. If you get somebody out of their car, you have a chance to do something with them. If they are in their car, they are just trespassers. You haven't any chance to communicate; they are too transient.

By the way, we started with those brown bags (they were very strong), three quarters of our country is trees and they make pulp and paper from it to sell all over the world but we can't buy paper bags anymore because they are too expensive.

Let's look again at your typical family--this guy with the three kids, his wife, and his mother-in-law. They've driven for maybe an hour, from Toronto. The mother-in-law was telling the son-in-law how to drive, the dog was running around on the back seat, and the kids are starting to bounce around--they're getting a little scratchy after an hour's drive. The guy pulls up, and there is a line at the gate, and he has to wait ten minutes to get in. And then he has to park in the parking lot. If I had to do all that, I would turn around and go home, I don't want my customers to go through all this. They have problems of this type every day in Toronto. So, right away, I give this guy an apple. Have you ever seen a guy mad when he eats an apple? If he is going to eat an apple, he is going to be happy. You can't eat very well when you are mad. So I figure anyone who eats an apple is going to be happy. This poor guy was raised on an apple farm and the family has been talking about it for two or three days. So, I give them an apple right away. We started this about four years ago, when the price of MacIntosh apples was \$100 a bin; we were slapping out two or three bins on a Sunday afternoon. Most of my staff is quite sure that I'm bonkers anyway, but this really convinced them. I had flipped, dropping apples as if they were going out of style. Here they come out of the parking lot through the gate and right away each one gets an apple. In addition to having neat signs around the farm, we collect them at the front and introduce them to the farm. They are eating their apples now, and we know we have about a minute and a half or two minutes to talk to them. Here they are lined up waiting for a tractor ride to the orchard; you can see the parking lot in the background. Believe it or not right under that tree is a chain link fence that is vinyl coated and the people walk through it all the time. Right in front is a large billboard that explains the price of apples, when they are ripe, and so on. We have to do this because on September 15 when someone comes for Red Delicious or Northern Spys they can't pick them yet. You have to decide whether you are to stand there cross armed and say, "I don't care

who your mother is" you are not going to pick Delicious today or say, "Well, you can really pick them I suppose, they are out there in our inventory, but they are not ready yet." She has come all the way to the farm and she is not going home without her Red Delicious. We explain that an apple is like a large sponge on a tree. These leaves are pumping sugars into the sponge all the time. It takes a certain number of days and sunlight to fill that sponge with sugar so it tastes sweet and juicy. Picking it early, you are going to get it half full of sugar. But, if you wanted it, you could get it. The price is the same, but you are really only going to get half a Red Delicious.

We show them how to pick an apple. Here comes a guy who is convinced he and his kids are going to walk down that way about a half mile and turn left--to the picking area. I say sure, but the kids will miss the tractor ride and wait for the 8 or 10 year old kid to convince Dad to ride.

Why don't we let them walk? They've got two feet, it is healthy weather, and a great day--why don't they walk? Well, it is crowd control. They are waiting at the entrance, they are on a tractor going out, they are in the orchard, they are on a tractor trailer coming back, or they are at the exit. They are not ravaging the Goldens or going through the driving yard picking up fertilizer. Rather than say, "You can't do that," we find it far easier to say, "You can do that if you want, but look at this alternative." Sometimes it doesn't work quite so easily. My wife told me to tell the truth so I must tell you that now and again there are some SOB's that you can't do anything with. Getting what money you can out of them and getting rid of them as quickly as you can is the best way with them.

We took this picture to show you that once in awhile in Ontario it does rain. The parking lot holds somewhere between 700 and 1100 cars, depending upon whether or not we have had rain. Of course, in September and October, after you have had a low pressure system come through and dump two inches of water, what comes next? Beautiful high pressure arctic weather that gives you bright blue skies and sunny conditions, it is a little warmer, the grass smells great, and do people come out? But we have a parking lot that's not a parking lot.

Now we get to the orchard. On any one weekend, we could be picking two or three varieties. We like to get out of MacIntosh before we start Red Delicious, because people want both of them and picking two major varieties is difficult. We don't like Red Delicious and Golden Delicious the same weekend. Cortland are increasing for us. In fact, the highest percent increase in sales each year for the last five years has been with Cortlands. We just sell more and more all the time. We don't grow a lot of Cortland, however, they are ready-picked so they are offered for sale in the market rather than at the pick-your-own. But, we are planting a lot. Northern Spy's are also a big seller with us. We sell the English Russett, too, and have maybe two or three rows of them (which don't even amount to a few bins). But, the people who want Russetts will pay anything to get them. Having Russetts brings people and sells other stuff. If you sold Russetts at \$24 a bushel, I don't know whether you would make

any money. When you do get a crop, they crack and split. They were developed in England, and we are trying to grow them in a foreign country; it doesn't always work out well.

We have 72 acres of orchard and 40 acres of it is dwarf Malling IX's on wire. There is no fruit beyond eight feet, give or take a foot or two. Generally, they are all down nice and low. We try to keep the trees thinned out, the extent of doing winter pruning with heavy saws, not shears. We don't want to do a lot of small cuts in the winter--who likes being out there in February, freezing yourself off, with little hand shears? We use circular saws or even chain saws. We go back for summer pruning and trim it up to get the sunlight into the leaves in the center. It doesn't make much sense to have a small tree and grow cider apples in the center. We want to grow big red ones in the center. It is easy to grow big red ones in the center; it is close to the source of supply. The only limiting factor is sunlight. You've got to thin the trees out.

I would like to show you that we do grow Goldens in southern Ontario. Once in awhile they come clear-skinned. When they are clear-skinned, our customers ask, "What variety is this?" They take a bite and say, "I guess they are alright, but I really like those rusty ones." We've created a want for them. We want them to know they are getting a fine organic product. Rusty and Golden Delicious are caused by "overactive bumblebee activity". Being completely honest, I have to say I heard that phrase in this room a couple of years ago. That phrase is a great sales tool. I think I heard it referred to in terms of hail damaged crop. There are great big bumblebees and pollen--overactive bumblebee activity. Anyways, we do grow Golden Delicious. I was terribly impressed by the way they polish themselves right on the tree.

Incidentally, if you want photographs of your orchard, I think it's better to let someone else take them--see it through the eyes of your customers. If I took this picture I'd show the suckers around the bottom, the tree guard wasn't right and the central leader was gone. The customer showed the fruit. The person taking this one did not even see the mud puddle--it's part of the farm. See the tractor go around the puddle instead of through it--the driver was new and should have gone through it, splashing and jostling the riders, the kids smiling, etc.

Toronto has a large ethnic population, more Italians than New York city and any other city outside Italy and also a heavy Oriental population. They come to pick in groups of 2 - 3 cars at a time. The Italians want the very best. If we are starting in a block of pale or striped Delicious we know we're in trouble. Instead we should move to a block of the very best solid block Red Delicious where we can set the price where we want it because we can get it that day. It pays to know your customers.

Our bushels per acre yield has always confused me, it also embarrassed me. We have dwarf Malling IX, up to 25 years old. We are only getting 350, 400, sometimes 600 bushels an acre. We grow some cider in these 600 bushels. The apples that I like to grow and that are a

challenge to grow, I can only get about 400 bushels an acre. At the American conventions I hear, "Oh, that block there we get a thousand bushels an acre per year; that little block over here 1500." It is awfully embarrassing to stand in front of a group of growers and say 400 bushels. I guess we don't know how to grow them up in Canada. So, I've developed a new system in which I say, "I get \$2600 an acre, gross sales." All the bills out of the orchard are paid in dollars. All the development of the orchard was in dollars. So, I say I get \$2600 an acre, gross sales, as a farm average. That makes sense, to my way of thinking. Relate things to acreage--it seems to make more sense to me.

Now, back to the exit areas where we started and where they have to cough up the bucks, we have other products for them to buy.

We buy cauliflower, cabbage, celery, squash--anything that we can get from a grower in bulk that we can sell in volume. We don't sell it in a corrugated container, that looks like a supermarket, but in these bulk containers. The farmer brings it right to the field. With our rented truck it would cost us a fortune to go around the country picking this stuff up. Mrs. Housewife, when she sees the extra large cauliflower that won't fit into the little cribs and crates, she just goes bananas over them; she thinks, of course, that we are the greatest cauliflower growers ever. We make no quibs about telling them we don't grow it. If you are going to do a good job of farming, you have to grow one crop twelve months of the year and do the best job you can on it. Now there are other growers that grow cauliflower and that is all they grow. Other growers grow potatoes and that is all they grow. We used to grow strawberries and I would be chuckling over the fact that we made a hundred dollars in strawberries; and I'd find out that I lost \$200 in the orchard because I missed a spray or did something. So I find out that I have a very narrow mind; I can do hopefully one thing well; but try to do two things, and I mess up all the time. We do have rented orchards, and I do buy apples to supplement.

We rent storage two miles away from here from a small grower who ceased operating. We do our packing there, in these brown paper bags. We put them into bins in an eggshell cribwork that we built up, and put a layer of cardboard and then another eggshell on top; there are slots that fold together. We bring it down on a truck and plunk it in the yard. Sometimes the Macs here are a little better for one purpose or another than they are in the orchard. We are convinced that the difference between a good grower and a poor grower is what he does with his culls. So, we always have a good acre and a bad acre on the farm. Sometimes the apples in the yard are better.

This is a view of the yard, and the exit and cash-out. There are four cash registers under the roof, and behind that is the weigh scale which is new this year. We always used to sell only in bulk. That was what we got into in removing the consumers concern about price--we wanted to sell like in the funeral flower business--\$20.00 for apples, but "was that for a bushel? Well, no but. But how much is that a bushel?" What you don't want to do is relate the cost of your apples to a bushel, because they will all remember thirty-seven years ago when they were \$2 a

bushel. I should get about \$8 now, with top-notch stuff. But \$12 or \$16--you've got to be crazy. You can't get that for an apple. So, we went to the pound basis. Remove the price per bushel and you are allowed more latitude in what you charge without comparisons and complaints.

There are two doors into the barn. We get onions, potatoes, and carrots from growers in bulk bins in the driving shed and these tippers and fork lift set them up. In the center, there are two wheels on the right-hand tipper that you just crank, and it slowly rotates the bin around its own center of gravity. It doesn't take the bin on a lower corner and tip the whole bin up, the way most dumpers do. You need force to do that. But, if you put a rod through the center of this podium and lifted it up, you could give this corner a spin with one finger and it would rotate. The same principle applies. What I wanted was a massive solid wall of produce the customers could choose from just like in the supermarket. I'm not sure it worked but it was one of my ideas that cost a lot of money.

We rented these scales and have two kids who are good in math work them on the weekends. This guy can compute 29¢ a pound so quickly that it's amusing. He works two scales, going back and forth. The customer sets it up and he weighs it. Just hire two bright kids and give them a break every six hours.

I don't know what your prices are for pick-your-own, but although it is considered that we have a great number of faults, giving the product away is not one of them. When they buy less than 15 pounds of MacIntosh, they pay 33¢ a pound. Most everybody takes over 15 pounds. Return customers pick up four bags without batting an eye. But, you can always tell the first timers when they sit there dithering. Sitting on my Daddy's knee many years ago he told me, "You're only going to sell it once. If you don't sell it today, don't give it away, you can sell it tomorrow."

This was something I thought was just a winner--to have an old horse full of bells trodding around the farm. Get the excitement buds all stirred up, make the wallets a lot looser, and let the twenty dollar bills flap around. So, I started this idea, and it's not too bad. It doesn't cost us much. We have to pay that guy about \$110 or \$115 a day to bring his wagon and horses. I have a kid taking in quarters until she is blue in the face and sick of horse rides. Sometimes we get back \$115. It is one of our subsidized little deals. We are like a government sometimes--we subsidize everything. But, it does create a bit of excitement; the kids point and say, "Daddy, Daddy", so it is something to make the day just a little more special.

We had a problem on Sunday afternoons with just too many people. We had so many freeloaders we decided, "That's it, let's close on Sunday. That didn't enter my mind for more than 3½ seconds but we decided that those who wanted in would have to pay for it. The old user-pays business, you know. Well, it sounds great when a government leader says it, but I ran into trouble with \$2.00 a car. This great big Lincoln comes up with a 60 year old couple, no children and I know this old boy is going to give me trouble. I had volunteered to do the collecting because nobody else

wanted the job. He said what is this. I explained that because of crowds, freeloading, pilfering, we decided that at 2:00 p.m. Sunday we were charging \$2.00 to park. Well, I'm sure not paying \$2.00 to park in that swamp out there, etc. A number of cars left right away in the first hour that I did this. I was more nervous than you could possibly imagine--these were my customers I was playing around with. Rationalizing, I would say, "I just got rid of the riffraf. They weren't going to buy a thing anyway." But, about seventy-five percent of them would say, "Well, okay. We won't come on Sunday again, but today it is convenient and we think it is worthwhile coming in. We realize the problems you have had other years on Sundays." The jury is still out on how valuable it was, but we collected a lot of money, incidentally.

I was going to build a \$50,000 building and it ended up costing me \$120,000, which is about normal for building development costs. So, I built this building and then took all the siding off the old barn and put it inside the new one--\$9,000. All the upstairs of the barn is my wife's operation. She has the Apple and Cider Shop in which she sells everything. We started off with just health foods--none of this junk stuff--but then we realized we have to have some money in the till at the end of the day. She has a girl make aprons, quilts, and all kinds of things for her. Another lady makes Batik items for sale. We even sell the wicker tables--everything in there has a price tag on it. In the corner we have an elevated seating area around a hooded fireplace that is always going, except on a warm day in September, when this picture was taken. Of course, we've gone modern with an old wood stove. That deck is 10' by 10' with a railing around a whole in the floor through which you can view the cider-making operation downstairs.

A husband/wife relationship on the farm can be a very, very strong one. But, if your marriage is a little shaky in the first place, being together in business will do nothing for it. I wrote a thesis once at the University about the family farm being the strongest, most successful producing unit the world has ever known. Now I'm living through it, realizing that when both of you have an ultimate goal, you put aside day to day arguments. It is by far and away the strongest possible relationship that you can have. There are all kinds of problems with another partner who has other concerns. There certainly are problems between husbands and wives, but you can overcome them. However, twice recently she has used the argument to buy something. "Now don't argue too strenuously, the divorce settlement will give me that money anyway."

Our apple cider is pumped from the basement to a tank in the attic, and then it is gravity fed through taps all over the farm. The kitchen area has one, and out in the shop there are eight. People fill their own containers.

The old part of the barn has this haymow in it. Originally, we had the barn locked off; it was dangerous, a liability and all that. Well, some kids sneaked in and had great fun jumping in some hay that I had put away. I hot footed it up there and boosted them out, nailing the barn door closed. Later I thought, if that's what those kids want to do why don't we do something about it. So, the next weekend, I had an area

cleared and lots of straw brought in. It really took off, and now we have three mows cleaned with lots of straw, ropes, bridges, swings, and ladders. That sign says, "Look after your own kids." It doesn't mean a thing, of course. See this kid wearing a big, thick wool sweater and all that fine, chaffy straw? When he gets it imbedded in Dad's Buick carpeting, Dad remembers us for a whole year!

You aren't going to get away without seeing our cider operation. I've been knocking my head against the wall, trying to sell cider now for two years. Of course, anything short of 100,000 gallons I'm not interested in, and I've got to quadruple my production to get that. Everything I've been doing in the last few years is aimed at the cider business--at least that's my impression. We built this building and bought parts from Orchard Equipment and Supply, from Italy, and from around the corner. We put them altogether and had a devil of a mess. Finally, after two years, we've got it ironed out and have what I think is a pretty slick system. It suits us very well.

The apples are inspected, washed and brushed. When the customer sees a nice, highly waxed apple, under fluorescent lights, going up the elevator, there is no question in his mind that the cider that comes out has to be good. The system was designed to make him feel that way. It is a batch process; it is a Mearelli press, sold by Orchard Equipment. It is similar to the Howard press. This is the chopped apple going in. You put the tape in the control panel, turn a couple of buttons, and it operates in sequence, by itself, for about an hour and forty-five minutes. See the juice dripping out below? It is pumped over to refrigerated tanks, beyond the brown hopper which is up on top of the tank.

The brown hopper holds an old John Deere hammermill which crushes the apple. We use a one-inch screen and 900 rpm motion so that we get a very large chunk apple, about the size of your little finger. We are getting 3.9 to 4. Imperial gallons per bushel. We believe that the large chunk and not grating the apple allows us to keep a clearer juice. Anyway, we leave a real chunk because we were led to believe that is the way Europeans crushed apples, and it is only in this side of the ocean that we grate apples. That is the way we designed it, and we are getting a very good yield from it.

The disadvantage to the Mearelli press is that its production per minute, is only about 1 gallon. We can speed it up to get 2 gallons but then we come a long way short of 4 gallons per bushel. But, if you set the machine, crush the apples, walk away and leave it--let it do its stuff for an hour and forty-five minutes or whatever cycle, you're set--it gets the yield. The pumice blows around in the yard, unless you do something--it is very dry as the machine takes a lot of the apple out. But, you are only going to slap out about 500 gallons in eight hours, not 1200 gallons with this machine. (Talk to Norm French about speeding that up, if low production per minute is a disadvantage to you.) Everything else is fine. If we are going to press the following day, clean up takes five minutes. If we aren't going to press for a week or two, it takes about half an hour to really clean.

When the operator is waiting for the cycle, he can do jobs that don't demand a lot of his time and attention. For example, if he wanted to bag or gallon some cider over the course of the day, he could find lots of time to do that as well as make cider.

The Europeans, when they press grapes, run those presses 24 hours a day. I'm sure one man could run or tend three presses and keep them going continuously if they have a common feed of crushed apples. It's a neat, tidy operation and costs about \$75,000 for a press.

In Canada, between 50% and 80% of all milk sold to households is sold in pouch bags. We have a machine that puts cider into pouch bags. A roll of film in the back of this machine is folded and made into tube stock, filled and sealed top and bottom, so you get a plastic pouch of cider. You put three of these quart bags in a master bag, and the housewife carries it home. The pouch bags can be slid on a lower shelf, frozen, or whatever.

That package, the white plastic package for sensationalism, costs less than a penny. So, you can package a gallon for 1¢ - 3¢, plus your overwrap bag which costs 5¢. We package a gallon for 8¢. Another advantage of this container is that the housewife knows how to handle it. The reason for going to it was that as soon as the housewife gets cider in pouch bags, she knows right away that it has to be refrigerated. In a gallon jug, she knows maybe it should, but she also knows a lot of the time it wasn't when she bought it. So, she thinks that it could stay in the house without being refrigerated, which it probably can if she drinks it quickly enough. You know what it does.

Another feature we run at the farm in the fall is a Barbecue Corn Roast. We have a really hot grill full of charcoal and barbecue the corn on it for about 15 minutes. You don't water the corn; you don't do a darn thing. Pick it in the field, and put it in a bin right behind that guy cooking, and he puts it up on the grill. After fifteen minutes, you strip off the ears, and paint on butter and salt. They eat it right there. We grow the corn on a rented farm a long way away, so if I make a mistake growing the corn, I can buy some. I don't like to make a mistake growing apples, but in growing a corn crop I don't mind mistakes.

Promotion is one of my hobbies; I enjoy playing around, seeing what I can do with promotion. Some of it has been quite successful, and if it has been a disaster I won't tell you about it anyway. The school tours have been very successful. Every farmer is plagued about school tours. Many treat it like a toothache--I don't know what you do with it, but if I have to, I will put up with it. We have a girl from the area that finished teaching and she wanted to do something so we asked her to look after our school tours. She books them and hires other school teachers to help. The lads are assembled, they get a tractor ride, and go through about six sequences, who show them how apples are grown with root stock and grafting of the tree. Then they pick them in the orchard. They have a drink of cider and see the cider operation. They play in the haymow. Then they are given some promotional material to get their fathers back on the weekend. They are back on the bus,

going home, in about an hour and ten minutes. We get a dollar per child to put them through that, which pays for the teachers and support staff.

The reason I am in this picture is because this gorgeous blond was having her picture taken by a team of photographers from a large Toronto paper. Of course, somebody told me about it, and I pranced out there as if I had nothing to do all day but talk to these people.

To polish off my story, there's a new item of language in Canada--it involves entertainment farming. Entertainment farming is the employment of taste, touch, sight, sound and smell.

Thank you very much for your time. I'm sorry I ran over. It was because somebody was laughing at my jokes which doesn't happen around my home very often.

TRENDS IN FARM RETAIL MARKET REGULATIONS
AND SOME ALTERNATIVE SOLUTIONS

Jan Carson
Pennsylvania Farmers Association
Camp Hill, Pennsylvania

I'd like to introduce myself. I'm Jan Carson, and I'm with the Pennsylvania Farmers Association (which is the Farm Bureau in Pennsylvania). As a service for our members, we have a very specialized division within the Farm Bureau in Pennsylvania that deals with farm labor issues and farm labor problems. We have a full-time staff person, myself, who monitors and follows all labor regulations that affect the farm. Since we have so many farmers going into farm markets, we have begun to expand our operation. Hopefully, we'll help those retail farm market operators stay out of trouble with the federal agencies.

Many of you are looking towards the coming year and new products, new plants, new ways of packaging your product, and new ways of marketing. But, I would like to encourage you not to overlook something that can be very important and very costly to you--the laws and regulations that are going to affect you as a market operator. I'm going to make the assumption that most of you have a volume which puts you into the federal minimum wage level--\$250,000 annual gross. If you sell all your own products, and you sell strictly within your own state, the federal minimum wage level applies for gross volumes over \$275,000. There are several ways that this annual gross volume is computed. If you are operating a farm and a market, you have what the federal government considers an enterprise, and therefore all the volume is included. So, let's assume that you have a gross volume that puts you into the federal level.

As most of you know, the federal minimum wage went up to \$3.10 an hour this year. Of course, labor costs are probably one of your most expensive operating costs. Along with labor costs go workmen's comp policies and unemployment contributions. So, what you need to do is to look for those ways, within the framework of the law, that will keep your operating costs at a minimum.

There are several ways in which these same recent amendments give you some provisions within the law that allow you to employ certain individuals at sub-minimum wages. There is a provision in the law that will allow you to employ full-time students at sub-minimum wages. That is, 85% of the prevailing minimum wage, around \$2.65 an hour. But, let me explain some of the problems with this provision. There are two types

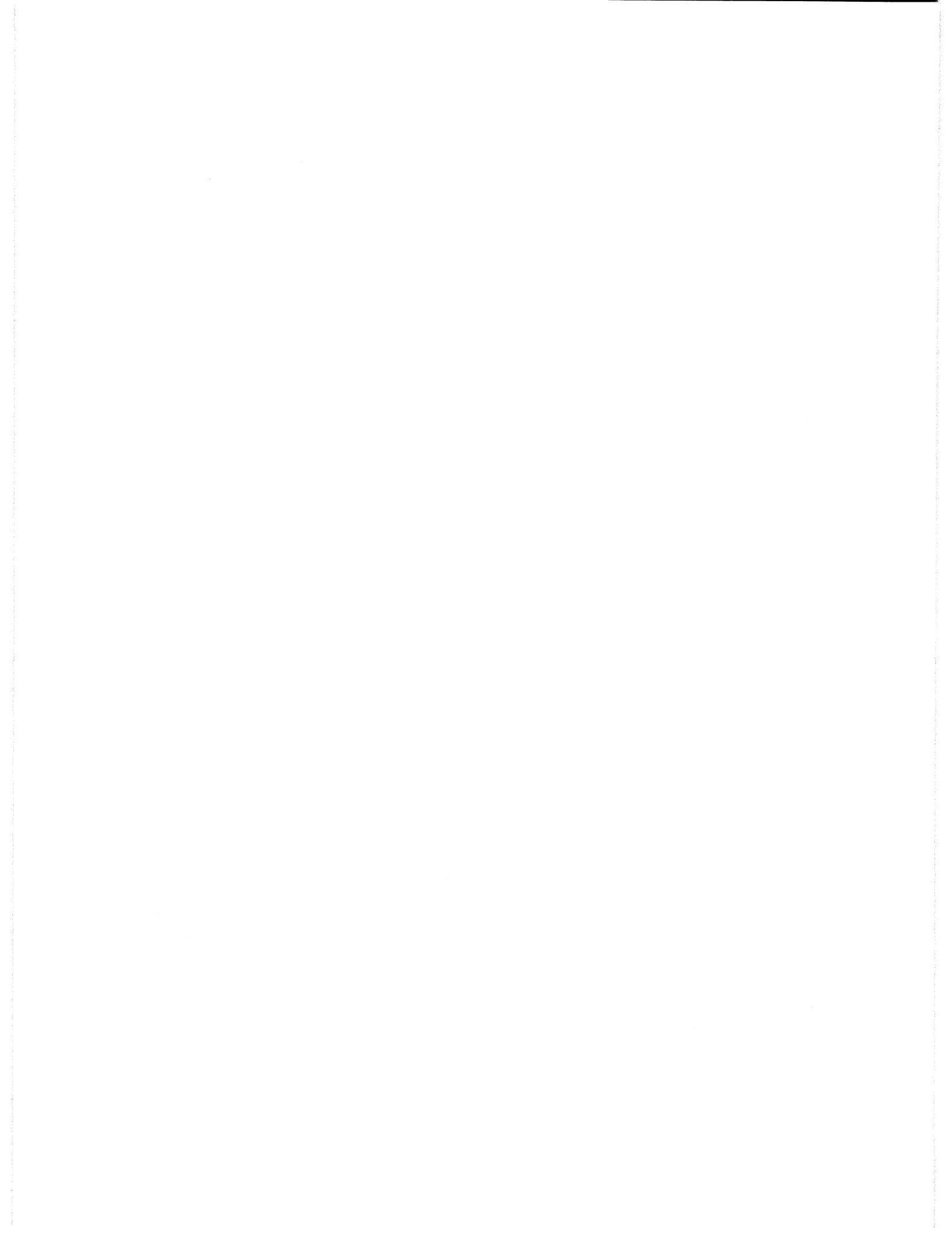
of operations, retail and agricultural. Let's first talk about the retail.

You can employ up to six full-time students at sub-minimum wages, with certification from the U. S. Department of Labor. Let's say you have a market that is open seven days a week. Each one of those seven days, you may employ up to six students at sub-minimum wages. As you know, retail operation is subject to overtime--you can only work your individuals at the retail market 40 hours per week. For anything over the 40 hour week, you must pay time and a half. That also goes for students. The best way to handle this is to have two shifts of youngsters, as long as you do not exceed six per day. Another way to do this is to apply a percentage of the total number of hours worked in your market in a month. If you worked 20 people at 40 hours and compute to 10% of that, you could possibly come up with 300 hours at sub-minimum wages. You can employ as many students as you like for as many hours you like, up to that ten percent figure. This is a very effective way to keep labor costs down.

The beauty of the sub-minimum wage is that it can be used to train youngsters for your type of operation. Federal law says you can employ a youngster at the age of 14+, with proof of age; state laws vary. Bring a youngster of 14 or 15 into the retail market, at 85% of minimum wage, and by the time the season is over, you know if he is a good worker. If he is, next year bring that youngster back at minimum wage. It is a good way of screening out those youngsters who are not interested in putting forth full effort. Some of our farmers are using this when they need an intensified labor force and the federal regulations (with regard to hand harvesters) do not apply. The full-time student provision applies to any youngster who is attending an accredited institution of learning--that can be from high school through college. Although getting a college student who will work for sub-minimum wage is unlikely. It is certainly effective when you are working with high school students.

Another source of reasonable labor market is handicapped individuals. I have talked to several farmers and operators who are using handicapped or slightly retarded individuals. They can be fantastic workers; do not overlook that source. This has to be approved by the U. S. Department of Labor, also. Contact the nearest Wage and Hour Division in your state (they are located in all major cities), and ask them where you can obtain student certification. Two things you must indicate when applying for the certification are: 1) whether it is for six students per day or the ten percent, and 2) whether it is in retail or agriculture. The agriculture provision works very well for those looking for an intensified labor force to do jobs other than hand harvesting.

One thing of which you should be cautioned, as most of you know, is that there is no overtime in farming. Agriculture is exempt from overtime. Your retail market is not. Anyone who works more than 40 hours in the retail market is entitled to time and a half. Some of the smaller markets will use agriculture persons in the market at busy times to help sell. Don't do this. The moment an agricultural worker (who is exempt from overtime) steps into your retail market, you have lost your agricultural exemption for that pay period for that individual. You would be



born, so that you have a proof that he is of age, has permission to work the Brown farm," and the parent's signature. These are all things designed to protect you. Take advantage of everything you can that is going to protect you from any violation of state or federal law, particularly child labor laws. Most state laws parallel the federal law for child labor. There are certain occupations in which children cannot perform; you should become familiar with them. Children under 16 may not drive tractors. Children under 16 cannot drive any vehicle that is hauling people. Children may not use slicing machines or boning machines in meat operations. Make sure that you understand and know what the Child Labor Laws are within your state. Proof of age is important. I have a 14 year old boy that looks 21.

Federal law also requires that you post the required posters where your employees can see them in the retail market. If you don't, you are in violation of federal law. Out on the farm, where your employees congregate, you better have one up too. If you don't, you are in violation of the law.

Another thing which you should be familiar with is OSHA. OSHA is pretty busy in Pennsylvania, and I'm sure they are in other states. There is a provision in the OSHA law that says if (at any time in the preceding twelve months) you have employed ten or more persons at your enterprise, you are subject to OSHA inspection. Again, we get back to that definition of an enterprise. Don't think, because you only employ six at the market and six at the farm, that they can't inspect. You have an enterprise--a combination of businesses under one control. You have or have had twelve employees, and you are subject to an OSHA inspection.

It might not be a bad idea, while things are quiet now, to take a look at your operation and see if it is safe. See if those fellows operating the fork lift are complying with the OSHA laws. Do they wear hard hats? Are they wearing safety-toed shoes? Are you maintaining an OSHA log? OSHA requires that a Log and Summary (which is an OSHA Form 200) is maintained every year. On that log you must indicate any work related injuries or fatalities. You have an obligation, under the OSHA law, to report a fatality within 24 hours. The law is being amended to provide a hotline that you must call in and report within 8 hours. These are all things that you should know to protect yourself. If you are not maintaining an OSHA Log and Summary, I suggest you get a copy of one as soon as possible. Begin maintaining it because the law also says that, once a year, the Log and Summary must be posted in a conspicuous spot where all employees can see it. If you had no work related injuries or fatalities, you must still post that log for the whole month of February.

Are you aware that under the OSHA laws an employee can complain to OSHA that your operation is not safe? The OSHA inspector will respond immediately. You will not be allowed to accompany the inspector on that tour, but the employee who made the complaint or a representative of the employees will. You may, in no way, retaliate against that employee; he has the right to demand a safe work place. I've been in a lot of markets where, during the busy time, peaches are crushed on the floor because of the crowd. There are also crates and bins around, and this is something

you as an employer are responsible for and should be very careful with. Do you have a first-aid kit around the market? That is another thing that OSHA will look at. What about fire extinguishers? These are all things that you should be aware of as an employer.

You can write to the appropriate federal agency and ask for copies of the laws that apply to you as a retail farm market. Ask for copies of the OSHA laws, the general industry laws, that would apply to you. Don't go unprotected. Information and knowledge can keep you from receiving substantial fines. They do happen. One Pennsylvania market operator was given a \$500 fine because his computer card showed three worker related claims in one month. OSHA is developing a new standard which states that once you have had X number of accident claims through worker's comp, there will automatically be an OSHA inspection. Now is a good time to take a look at your operation and see if it is operating properly, and if you are providing a safe work place.

I suggest you write to the Wage and Hour Division of the U. S. Department of Labor in the Federal Building nearest to you. A phone call would help too. Tell them what you need. It is important to you that you become as knowledgeable as you possibly can of all the laws and regulations that will affect not only your farming operation, but also that roadside market which you hope becomes very profitable.

I'll be glad to answer any specific questions dealing with some of the things we talked about.

Q. WHEN YOU WERE TALKING ABOUT THE FARM MARKET MANAGER AND WHAT HE CANNOT DO--WHAT CAN HE DO?

A. Manage.

Q. YOU SAY HE HAS TO MANAGE TWO OR MORE FULL-TIME PEOPLE. THAT CERTAINLY ISN'T A FULL-TIME JOB.

A. I agree. According to the Fair Labor Standards Act, he becomes an executive when he becomes a manager. And, if you are going to put him in that position, then he must receive the salary that is mandated. He may not do activities which are traditionally those of a retail employee.

Q. MY FORM SAID FOUR EMPLOYEES FOR MINIMUM WAGE REGULATIONS.

A. You may have an obsolete form. When the new minimum wage went into effect, it became six--prior to that it was four. You may not use more than ten percent. The full-time students at sub-minimum wages form is very simple to fill out. Once it is in the mail, then you can begin employing your six students. The ten percent form is a four-page, intricate thing with all kind of questions about your operation, the number of hours worked, the number of full-time employees, wages paid, and that type of thing. You must also certify (it will be checked) that you are not using this sub-minimum provision in the law to displace or replace any adult workers. With

the economy being what it is, and the number of people looking for jobs, you are going to find (if you go the ten percent route) somebody coming out from time to time to check. We have not had any problem with the six student route. A lot of our farmers, particularly our roadside market operators who are very rural and have a lot of nearby rural youngsters (14 and 15 years old), are finding that it is really a boom to them. If you live too close to town you have a lot of competition from Burger Chef and MacDonald's, etc.

Q. I'VE HEARD OF HIRING PEOPLE, UNDER CONTRACT, TO CLEAN THE FLOOR, OR PRUNE, TREES, ETC. THEY ARE SELF-EMPLOYED; ARE WE RESPONSIBLE FOR WORKMEN'S COMP?

A. I think you could get away with this in the agriculture operation. But, you cannot do that in retail. There is no way you are going to contract in retail.

Q. BUT IF YOU HIRE A CONTRACTOR FOR PRUNING DO YOU ASK, "DO YOU HAVE WORKMEN'S COMP INSURANCE?"

A. They are not selling for you, but they are providing a service for you. We learned quite by accident in Pennsylvania that if the worker is injured, and the contractor does not have it, you are responsible. Another thing, don't pay in cash. You get a fellow that will come out and he will say, "I want pay in cash." Well you know he is either on unemployment or worker's comp. Your normal tendency is, well I need somebody desperately and I'm going to pay cash. You'll jeopardize yourself by putting yourself in a position of liability, and not only with the state and the feds. If that gentleman is injured on your farm, there is no record of him being on your payroll. Then you, at least in our state, have violated the worker's compensation laws. When you have done that, you are open for suit.

Q. WHEN YOU APPLY FOR CERTIFICATION, DO YOU COME UNDER CLOSER SCRUTINY OF THE WAGE AND HOUR PEOPLE? DOES THIS OPEN UP A CAN OF WORMS?

A. I have not found that being certified to employ students at sub-minimum wage, whether you go the six or whether you go the ten percent, will cause any more than the normal traffic of Wage and Hour inspectors. I have heard that people who have gone the ten percent route will have an initial drop-in check, to make sure they understand how it works. Many people forget that they must maintain very stringent records, and when they deplete that allowed number of hours (10 percent), the wage rate immediately goes up to the prevailing minimum wage. The purpose of the drop-in visit is to make sure that you understand the record keeping involved.

Q. PLEASE EXPLAIN THE DIFFERENCE BETWEEN THE MARKET AND FARM EMPLOYEE WITH RESPECT TO OVERTIME.

A. A market employee is a retail employee. His only job is to sell and to work in the retail market. He will receive time and a half for hours over 40 per week. The agricultural employee does not retail;

he does not sell. He may bring the produce into the market; he may stock the market because that goes along with sorting, packing, and preparing for market. That is all part of a farm operation. But, the moment he steps in and begins to ring up money on that cash register, he becomes a retail employee. You cannot interchange the two. The retail market is subject to the minimum wage, and the farm is--if you meet certain certain criteria. If you have 500 man days of agricultural labor, you must pay minimum wage on the farm. It takes a pretty good farm to reach that point.

Q. HOW ABOUT WAGES FOR HAND HARVESTING?

A. There is a provision in the law that allows for piece rate for hand harvesting, if they are employed in agriculture for no more than 13 weeks. If you want somebody to pick strawberries or blueberries, that is fine--you can pay them on the piece rate. But, if you are going to employ somebody for the whole summer (more than 13 weeks), then that piece rate has to be at least minimum wage. You cannot use this provision for any migrant workers or people who are living on the farm. This applies strictly to the commuter who comes back and forth.

Q. IS PICK-YOUR-OWN LABOR SUBJECT TO MINIMUM WAGE?

A. If you are going to operate a pick-your-own market, somebody operates the cash register. Even if you are selling strictly your own products, if your gross volume comes up to the federal standard for minimum wage, you are going to pay that.

It looks like our time is up. I'll be around, if there are any specific questions, or to give you some guidance about what pamphlets or brochures could help you. Thank you.

TRACK I--PICK-YOUR-OWN

Chairman: Gerald H. Goedde
Agricultural Extension Agent
Miami County, Ohio

I'm Gerald Goedde, your chairman for the Pick-Your-Own session this afternoon. Our first speaker is from Urbana, Ohio, which is just a few miles north of here. He has been gaining some considerable experience in growing and selling Heritage Raspberries and he is going to tell you about Marketing Heritage Raspberries. Robert.

MARKETING HERITAGE RASPBERRIES

Robert Rothschild
Rothschild Berry Farm
Urbana, Ohio

A Slide Presentation

I don't know if you remember three years ago, but there was a little bit of white stuff on the ground, in fact there was a lot of it; we barely got to the Roadside Marketing Conference, but we really enjoyed it. There was a man there by the name of Mr. Ed Makielski who gave a talk entitled "Heritage Raspberries, The Answer to Everyone's Problem." Well, we thought if we grew these, we could probably retire in a year. As it turns out, we might have to wait a few more years.

Heritage Raspberry is an ever-bearing raspberry with which if you want, you can cut off the shoots or the stems coming up every year and just allow the fruit to bear in the fall. It saves an awful lot of labor. After we went to that conference, we were really inspired, but my first thought was, "I better talk to the extension office and see what they think." So I wrote a letter to Eldon Stang who is now with the University of Wisconsin, and he said, "It is great, but wait a year, prepare your ground, get things ready, get some irrigation going; do these things before you put in your berries." Since I am a little impetuous and stubborn, I thought, "Well heck, it sounds so easy from what Ed said, that I'm going to put them in right now." So I wrote Ed Makielski a letter and ordered 4,000 plants for the spring. Three acres would be no problem. There are farmers around us that grow 3,000 acres of stuff.

We picked up the plants in March, and without an irrigation system set up, planted them by hand in April. About four friends came over to help; they thought they might as well help this crazy character. We got a lot of volunteer help. After a week all the plants were planted on nine foot centers, two feet apart.

The problem was that this particular spring we had very little rain, and we had planted in fairly dry ground to begin with. After about two weeks without rain, I started to sweat a little bit, realizing that plants just don't grow very well without water. There was no forecast for rain in sight so I got in touch with a fertilizer company and borrowed their fertilizer tank since I was buying fertilizer for the rest of our crops. Well, we got the tank; we filled it with water; put it on. I felt like a hero; I was watering my plants and things ought to really coming up. There were some green shoots coming out of the stems; we'd get a plant around five or six inches high. Little stems were coming out, and I thought, "Gee, things are really looking good." I'd walk out twice a day to watch them grow. I was new at this and thought I had better watch them pretty close. About the third day after we watered, they started turning brown. On the fifth day they looked dead and sometimes I would put my fingernail in the stem to see if it was still green. They weren't green anymore. I couldn't figure out what was happening, so I got in touch with the lab at Reynoldsburg. We tested the soil. The nitrogen level was some astronomical number. Finally we found out, after smelling the soil and confirming the tests, that this water tank that I was so proud of had liquid nitrogen in the bottom of it. We had started out with three acres of nice new raspberry plants and ended up with less than a half acre. I was off to a running start on raspberries! That summer the half acre that lived seemed to be doing all right, and by fall the plants started bearing some fruit. We asked friends to come over and help themselves because we decided, since there was so little fruit available on the plants, that we would just let people have them for free figuring it was good advertising. That seemed to work out fine.

The second year, since I am fairly stubborn, I decided we better go into this in a little bigger way. So we wrote Ed Makielski another letter and ordered 12,000 plants. This time we had some irrigation. We had already put in a large well and a center pivot for our speciality corn and so we had the water available. I had rented some guns from another farmer and used some big guns that put out water in about a 200 foot diameter in case we got into a drouthy spring. Our problem this time was that the plants were picked late in the spring because they had a lot of rain in Michigan. So the plants were somewhat out of their dormancy when we got them. This is a common problem for a lot of farmers who are growing Heritage Raspberries, or any raspberries. We went ahead and planted them, and watered them, but about 30% of them didn't make it. Out of 12,000 plants we had about 9,000 plants that lived. Our spray program for the plants that were a year older was what was called for in the fruit manual. We used 4 pounds of Princep which seemed to work very effectively. It is an 80% wettable powder. In the summer we used Guthion for killing insects, and to prevent the spread of any viruses. We also used Captan and Benlate which seem to be very effective in preventing fruit rot and mildew. As it turns out, the rows that were a year old filled out very nicely. They

were only about two years old and they came about the end of July. You could see a lot of fruit starting to bear. We were excited about that even though we only had a half acre. The rows seemed to fill up much greater than we had anticipated and by the middle of August it was awfully rough to get a lawn mower through to mow between the nine foot rows. So my recommendation is that you should have at least a ten foot spacing for your rows. Some growers have talked about using a rototiller on each side and thinning the rows to about two feet. I think we are going to experiment with that next year so as to eliminate so much of this heavy growth. Raspberries, when they aren't bothered with too much nitrogen, grow like weeds.

A problem we noticed that first year is the picnic beetle. It is a little black hard-shelled bug with little yellow dots on it. The thing that seems to work best with those is Malathion. Using 8 pounds to the acre and spraying that on, through your irrigation system, is a very effective way to knock out the picnic beetle. When the fruit comes on early in August, the beetles are really a problem. When it cools down a little bit in September, the coolness, combined with Malathion, seems to kill them off.

Since we only had a half acre of productive berries last year, we did not think it would be worth our while to do much advertising. So we called two newspapers and asked if they would be interested in doing an article about us. Luckily, they were. That by far was our best form of advertising last year. Our article was in the Springfield paper on a Sunday, and that day we were sold out within an hour after we opened. People seem to read articles more than they read ads. Our town, Urbana, Ohio, is about 15 miles north of Springfield, Ohio. It is about 40 miles north of Dayton, and about 40 miles west of Columbus. We figure that there are a million and a half people within that 40 mile radius. Our biggest problem is letting the people in that area know who and where we are. They can't believe we grow raspberries in Ohio, especially our part of it. And they can't imagine raspberries in the fall. Our production on that half acre of raspberries brought us about \$800 last year, which is something we certainly weren't going to retire on and which didn't over-excite us, but we did sell everything we had on the vines. We did not have a large turn out because we did not spend much on advertising.

For part of the crop, we hired students from the school for the Mentally Handicapped, paid them 40¢ a pint, and sold the pints for \$1.00 at our stand and to grocery stores. The students did an excellent job for us, but even though the berries were carefully handled, the shelf life of raspberries is only 24 to 48 hours. After they're picked, they must be brought to market the same day and they should be sold that day, or at the latest, the next day. It is a beautiful fruit, but it is not very pretty when you see fruit rot on it. It develops a gray mold called botrytus and it really is not very appealing.

That fall we decided to plant even more berries, so we put in another 3,000 plants. It was the first time we had planted in the fall, but I talked to another grower, Bill Fulton, and he suggested the fall so we went ahead. When spring came, almost all the fall plants lived; 98% of

them. I feel that if you are going to plant raspberries, and you don't have your irrigation set up and if you can get the plants, the fall is a much better time to plant. If you plant in the fall, you can then use a herbicide in the spring; whereas if you plant in the spring, you can't use herbicides and you have a lot of hand mowing just to keep the plants going. You should use a half rate on your herbicide if you are going to plant in the fall when you apply it in the spring. That spring our plants looked healthy; we used Princep herbicide, four pounds to the acre. We thought we were off to a good start. We had irrigation in this time, we had put in separate aluminum pipe irrigation systems on 60 foot centers. We used Toro heads. The Toro is a plastic head instead of the Rainberg - you don't get the vibration and the impact; it just rotates in a smooth circle. It was very effective. We have only had them a year so it is not a very good test, but so far we are happy with them. The reason we didn't use trickle irrigation is that we feel there is a definite need in our area for irrigation for frost protection in the fall for berries. The season of our berries lasts anywhere from the last week in August through the middle of October or the first of November. It is not uncommon in our part of the state to get a heavy frost in September. If we do get a heavy frost in September and have no means of protection, we are going to lose over half our income so we feel we need that insurance policy of having overhead sprinklers. One thing more I could say about frost protection is that frost protection really should only be used in September. Once you get into October, it is hard to get people to come out and pick berries. Since it will cost three or four hundred dollars to run your irrigation a night, you might think twice before turning it on in late October. At least that was our opinion, and I think it paid off not to run it in late October. I'd definitely use it in September.

This year we had a terrible problem with Mother Nature in terms of rain. I don't know if anyone didn't have rain, but in our part of the state in July, August, September, it seemed to never stop. Raspberries like a lot of water when they are growing; anywhere from an inch to two inches depending on what part of their growth period they are in. But when the fruit is ripe, they do not like rain. They do not even like high humidity. We started picking berries on seven acres about August 20th. On August 23rd we were going to start picking for our market because we really weren't going to start advertising until August 25th. We had a crew of high school girls out and we were going to pick some berries for one of the markets in Columbus. I walked out at 8:00 that morning and everyone of our berries had gray mold on it. The humidity was probably 100% and it had rained the night before. Well, I was raised to believe men shouldn't cry so I called Ed Makielski and said, "What do I do?" He said wait for the sun. We waited for the sun, and when it came the next day the gray mold disappeared, even though the berries were still a little soft. That is one problem you are faced with with raspberries - if the weather is very humid, the berries are so perishable that they seem to react to this water with Botrytus or a gray mold. No picker will select a berry showing it. One thing you can do to help prevent the problem is to use Captan and Benlate and be on a good disease program. Our program wasn't as strong as it should have been, since we should have been spraying every two weeks from the middle of July on, but we weren't. I'm sure that helped to compound our problem. I'm sure some of you have

experienced this mold even with a good spray program. Because of the rain, our plants got to be extremely tall and bushy. A lot of our plants were at least six feet tall. When they get to be six feet tall with a lot of berries on them, they do one thing - fall over. We could barely walk through the nine foot rows. By the end of August to walk through the rows, we would have to walk through the berries! A ten foot row would help. When we ran our lawn mower through, we would close our eyes, drive right through the rows, and hope for the best. As it turned out the lawn mower ended up being a very good berry picker! This year we will go through the rows with a rotovator and thin out the rows to two feet instead of three feet. That should keep the berries from spilling out too much.

Our sales of raspberries this year were very good for only being our second year in production because last winter when we didn't have anything to do and we knew we were going to have about seven or eight acres of productive raspberries, my wife and I sat down and did some planning as to how we were going to advertise for these berries. We had noticed the year before that the people who came out to pick raspberries generally came from the wealthier parts of town. So we concentrated on local newspapers from some of the wealthier areas around. We thought Columbus was a little far, but we thought we would contact the local newspapers in Bexley, Upper Arlington and Worthington, and advertise pretty strong in those spots. I contacted them in the winter to find out about their advertising programs so we could start advertising in the fall. We also got in touch with the large newspaper in Columbus and asked them if they would do an article on us. I know that sounds presumptuous, but in our business you have to let them know about you and they won't unless you approach them. We called the Columbus Dispatch; we had heard that a good place to put an article was in the Food Section of their newspaper. They need about a year lead time. They got back to us two months later and said they would be interested in doing an article. They did a full page article in the Food Section in the Columbus Dispatch and it was great advertising. We averaged 50 to 60 people a day during the week, which may sound small for strawberries but for raspberries we think that is a good crowd. On Saturday, we would have anywhere from 50 to 100 people. But to our surprise, Sunday was our bonanza. We might close on Monday, but Sunday was our biggest day. We ranged anywhere from 100 to 400 people a day on Sunday, depending on the weather. In fact, the Sunday after the Wednesday article in the Columbus Dispatch, 300 to 400 people came, mostly from Columbus. You should not be afraid to call the newspaper about an article. It was our best means of getting customers out.

Even though we had a good turn out, it wasn't enough to pick all the berries that we had. We had seven acres of berries at 3,000 pounds to the acre - 21,000 pounds total. Since we were going to sell only perhaps 10,000 to pick-your-own customers, we still had a lot to sell. I started figuring where we could sell the rest and called several specialty stores in Columbus and Cincinnati. Towns like Urbana and Springfield cannot seem to sell raspberries; they are too expensive. This year we priced the berries at \$1.25 a pint wholesale, already picked. By the time they are marked up, they retail at from \$1.80 to \$2.00 a pint, so that really limits the number of people who are going to buy raspberries. Our two biggest market areas were Columbus and Cincinnati. With a lot of work and a lot

of phone calls, we were able to sell about 10,000 pounds of raspberries through markets and grocery stores. But we also got some rejections; people would call back and say that someone had brought back a pint of berries that were gray molded. To keep good will and good relations, we would credit them for that.

We hired 30 students to pick berries for market. We were surprised that 30 housewives answered our ad for pickers the first week. Starting at 8:00 in the morning, and working until noon we picked 900 to 1,000 pints a day. At noon we would high tail it to the grocery store and get them the berries and hope they would start selling them that afternoon. If it was a big chain, they would start selling them the following morning.

I would now like to show you some slides of our operation to give you a clearer idea of what I've been talking about! We do have a shady area for parking, and we've found that people will pack picnics and stay a little longer because of it. We also have signs on both roads to the farm to attract people driving by. Our operation is simple - just a picnic table and scales because our volume of customers is fairly low except on weekends. In December, after the old canes have been cut off at the ground level with a bush hog, it's hard to believe that the crop will come back, but it does.

A series of slides of the planting at various seasons from the time they're mowed in late fall to harvest, customers in high heels and Sunday clothes as well as other outfits picking raspberries completed the presentation.

I would like to end my talk by saying that raspberries are a great fruit to grow. It is a crop that there is certainly a demand for, but again, it is not necessarily a retirement program. You have to work at it. The hardest thing you have to do is to get the people to come out and pick them and to prove to them that you have them. Thank you.

Q. WHAT CONTAINER DO YOU USE?

A. This flat holds about 10 pounds. Most people will fill it. It is not waxed but has a carrier.

Q. HOW MUCH DO YOU CHARGE PER POUND FOR YOUR BERRIES?

A. 75¢ a pound - we probably will hold that price in 1980.

Q. ARE YOU ONLY GROWING FALL RASPBERRIES?

A. Yes, that is all since we've had such good luck with them.

Q. DO SOME PEOPLE WANT SMALLER CONTAINERS THAT WILL KEEP IT OFF THE GROUND WHILE PICKING?

A. Most people buy for freezing, making preserves, etc. We do have pints, quarts and smaller containers if people want them for dinner parties, etc.

Q. WAS YOUR YIELD BETTER THE FIRST YEAR THAN THE SECOND?

A. I can't be sure. It looked that way, but they were so thick we couldn't get to all them. We are are going to thin out the canes some this year and hope to be more like the first year.

GOEDE:

Now I would like to introduce Stan Radewald, from Niles, Michigan. Stan farms 400 to 500 acres there, in strawberries, vegetables and tomatoes, and he is going to tell us about his pick-your-own strawberry business.

WHOLESALE AND PICK-YOUR-OWN SALES

Stan Radewald
Radewald Farms
Niles, Michigan

Our pick-your-own strawberry business is a family operation which includes my wife, my brother and his wife, and myself. Although we have been involved in the commercial growing of strawberries since the 1950's, we started our pick-your-own business four or five years ago. We grow forty acres of strawberries, but limit the pick-your-own to seven; the rest we harvest for commercial sale, both for fresh market and processing. The major acreage is harvested by 150 or so migrant laborers that we hire and house.

We are not in a location for 40-50 acres of pick-your-own. We once sold as high as 60,000 16 quart crates a day wholesale but have dropped back a lot recently. It has not been as good a crop recently as 10-15 years ago due to labor and other costs of growing strawberries.

We feel that signs properly placed are one of the main things for ease of direction to get people to the field or to your patch. Have ample parking, and provide sanitary toilet facilities. We have one check-in area where people have to come to to get their containers; we use containers like this one which is a twelve quart flat. I don't know whether it is impregnated or curtain coated, but it has a waxed finish on the exterior because when picking berries, whether you've been irrigating or have dew or whatever, a standard carton will not hold up. This one has a metal handle in it, and we fold them as needed. It costs approximately 30¢ and we furnish them to customers. It will hold twelve, to fifteen pounds of berries. Most people fill them and come back for another. They keep the container and use it when they come back again. On the bottom we have a map of Michigan and showing our location, just as a handy reminder so that, if they have it in their house or garage, they can tell a neighbor where we are located. We use this type flag for pickers to mark where they stop picking so the next person knows where to start. We buy them in 500 lots through a local surveyor.

We do have a school teacher and his wife that are there seven days a week to maintain the supervision in the fields, helping people. We found that this works real well; they work very well with the public and do a fine job in maintaining a semblance of order in the field - we want our customers to go over the field, but not to jump all over and run all over it. We do allow children in the fields as long as they are supervised by their parents and about 99 out of a 100 are but once in awhile you get a wild one.

As far as the varieties that we offer, we've tried Red Chief, Delite, Midway, Guardian Earliglo and Earlidawn, but we have settled, both commercially and for pick-your-own, with Red Chief only. We have had better results with yield on Red Chief, and with the quality of the berry we can achieve a berry that is full, red, ripe, sweet, and good for freezing, canning, jellies, jams, or serving fresh. We have noticed over the past years that people don't like a green type or a centered berry like the Guardian. The Guardian does grow a larger fruit, but we do not feel that it has the yield that Red Chief does and it tends to have a white center. Others in our area prefer other varieties. For a longer season, Early Glow and Sunrise strawberries come on earliest. The Holiday and Raritan varieties are good yielders, but are not resistant to wilt or red steel. To insure a late yield, we plant Delite or Vesper, but the Vesper does not ship well.

For our operation, we use all solid set irrigation. We grow the berries on four-foot centers, and mulch with about 3 or 4 tons of straw per acre in late October or early November, basically covering between the row with a moderate cover over the row. Also, we don't have time in the spring for mulching. For weed control, we use Sinbar, now that it is legal.

Commercially we harvest 30 acres, seven days a week. This is handled by my brother and two or three supervisory helpers because we hire families who have been coming up for several years and don't use crew leaders, as such. We would rather pay the families directly rather than hire crew leaders. They are paid on a piece work basis. We use eight quart flats which go to the packing house where they are leveled, and where berries with bruises or other defects or trash are removed. We do have facilities for cooling berries if a customer wants them cooled, but we warn them that refrigerated strawberries must be kept refrigerated, or they will go bad quickly. We try to contact our wholesale customers a few days ahead so that they know when our berries are coming and won't be heavy on California or other berries when we are ready. The normal date for the start of the harvest season in southwestern Michigan is the second week of June, the peak is during the third week, and by the Fourth of July the season is over.

We sell all our strawberries, both pick-your-own and commercial, from our farm without using brokers. We feel this gives us better connections and more quality control and a better chance to have direct contact with our commercial customers. In recent years, commercial sales to major chains in the Midwest have been limited by competition from California growers. Of course the freight differential gives midwest growers a better break today. However, if buyers leave California for Michigan berries they may have trouble getting back in after the Michigan berries are finished.

We have two processing options for Michigan strawberries, first the capped berry and second the juice berry. The capped berry, with the hull removed by pickers in the field, is sold delivered to processors at about 3¢ per pound. The harvest cost of capping, handling, and delivery is 15-

18¢ per pound. The juice berries are stripped from the vine with no rot or green berries but with the hulls on. These sell to processors at 17-20¢ a pound. Both these are pretty much salvage operations.

(A large number of slides were used in illustrating the different operations.)

Before I close, I want to mention that we have used newspapers, radio, and television advertising and have been happiest with radio. Although, because of the cost, we do most of our advertising in weekly and daily papers, our radio spots reach the most people. Are there any questions?

Q. WHAT IS YOUR PRICE?

A. Our price last year was 40¢ per pound for pick-your-own which is the highest in our area.

Q. HOW MANY YEARS ARE PLANTS GOOD FOR?

A. We normally harvest two seasons and then dispose of the field. I have heard of people going as high as five and six years on the same field, but we do not feel that we can maintain the size and quality that we shoot for by continuing with older fields. Three years is not uncommon or even four but we have stayed with two years.

Q. WHAT WEED KILLER DO YOU USE?

A. We've been using Vorlex.

GOEDDE:

Next, we have Joe Huber who is located in southern Indiana across the river from Louisville. He has a variety of fruits and vegetables for U-pick. Joe!

SPECIAL PROBLEMS WITH VEGETABLE U-PIK

Joe Huber
Joe Huber Family Farm
Borden, Indiana

We call ourselves the Joe Huber Family Farm because we are a family operation which consists of my wife and five children, four of whom are actively engaged in our farming operation. My two oldest sons are married; their wives also work full time on our farm. At the present time, we are farming 210 acres. About 40 acres of this is tree fruits, 25 acres in strawberries, and we raise a few raspberries, grapes and what have you. But our main crops are vegetables. In 1967, when we first started U-picking vegetables, we had a quarter acre of green beans; this year we had 52 acres of them. It's a good item and is really taking hold.

Our slogan is: "Hold the World's Freshest Produce in Your Arms because U-Pick it at Joe Huber Farms." We really work at quality. We feel that if you are going to be successful, you've got to have something to offer your consumer that they can't get at the chain stores. The biggest thing you've got going for you is your freshness and quality. When people come to our farm, nobody walks. We move everybody to all the different crops we pick. We use a one-ton flat bed truck, and two trailers; we can move 90 people every five minutes. This works well for us. The hayride effect is an advantage to us. For people with their children, coming out of the city, it is an enjoyable thing. We try and not have anyone walk more than 200 feet. Another advantage is that when you raise as many different crops as we raise, it helps to ride past the crops that will be coming on in the next few weeks. The boy who is driving the tractor can tell people, "We are starting to pick strawberries; and two weeks from now, these peas are going to be ready." You can make the public aware of what is going on on your farm.

We use surveyor flags too on every crop we pick; every row is marked, and nobody picks behind anybody else. That is a must in a successful operation because nobody wants to pick seconds. We have found that 17 or 18 year old girls are best in working with people in maintaining order in the field, marking the rows and seeing that pickers respect the markers, etc. A girl with a good personality will not turn anybody off.

Another thing we do is to encourage people to bring their children to our farm. We think we owe the consuming public some education about our farm. We get very little damage from children. They also help the customers to pick larger quantities per trip.

In addition to the green beans I mentioned earlier, we also grow sweet corn, lima beans, green beans, white half runner beans, squash, and more. We try to open our market on the 15th of April; and as far as picking your own, we stay open until the last apple is gone off last tree. We have green beans from about the 20th of June up until we get frozen out in the fall of the year. This entails about 14 different plantings of green beans, using three different varieties of beans. Here is a 12 acre field of peas. Peas are a good crop for us; they are a high profit crop because they don't cost very much to raise. After the peas are gone, we go in behind them with a crop of green beans; when the green beans are gone, we go behind them with a crop of greens or turnips or some other fall crop. When we plant peas, we plant three different varieties so that we can spread our picking season. With one planting we are spreading our picking season out over a period of about four weeks. We are actually picking peas about the last two and a half weeks of the strawberry season so one compliments the other. As I've said, peas are a good crop for us; we average about 200 bushels of peas to the acre; at \$6 a bushel that is \$1200.

Here I want you to notice the lack of weeds. We have 210 acres of the cleanest, most weed free vegetables you'll ever see. My second oldest boy is an absolute nut on weeds. Everything is mowed once a week. People appreciate that - 210 acres as clean as a pin.

Two of the crops that I would like to mention briefly that have gotten to be a pretty good thing for us in the last four or five years are broccoli and cauliflower. We didn't push it until 4-5 years ago. It has been a national trend that more people are becoming aware of broccoli and cauliflower. If you watch the food editors, watch what they are pushing as far as recipes, you'll get a better idea of what you should be raising on your farm. But I think broccoli and cauliflower are two of the highest profit items that we are raising. Both of these we plant at the rate of 10,000 to the acre. The early cutting of broccoli, when we are cutting the big center head out, will average 8 to 9 inches in diameter. The broccoli heads will weigh almost a pound and a half apiece. We charge 50¢ a head; this encourages the consumer to cut only the big heads. After they have cut the big center head out, we drop back to 50¢ a pound when they are cutting the side shoots off. We sell cauliflower at 50¢ a head, which is cheap compared to the supermarket price of \$1.29 to \$1.69 a head. I know I can sell cauliflower at 75¢ a head and move about all I want to raise. But, 50¢ a head is a good deal for me, a fair price and it's a good deal for the consumer. I've always advocated that I get paid well for what I do but I believe gorging the customer is the biggest mistake I can make. It has to be fair both ways.

We also sell quite a bit of sweet corn which we pick ourselves. Normally all the corn is picked early in the morning; we go out and pick 2000 to 2500 dozen ears of sweet corn, whatever we think we will need until noon. We like to pick early in the morning then go out again about 10:30 and be back in at noon with some more. We like to have fresh picked sweet corn but we also like to get it all picked before the field heat gets in it. Normally our corn is picked in bulk bins by migrant labor,

then brought into our packing shed; we bag it up five dozen ears to the bag, and that is the way it is sold. Come in awhile we can't keep up with the customers so we let them bag their own. You'll have weeks when it rains Wednesday, Thursday and Friday, then on Saturday the customers will cover you up. On those days you let them help themselves. Here's a bean field with 732 people in it at 8:45 a.m. That's what happens after three days of rain or something.

When the trailer gets back from the field with the customers to the sales or checkout area, a girl greets them. She has two functions, one to help them carry their produce through the side door into the checkout and two, to see that all do go through the side door.

My job - I'm running around the farm in the red pick-up truck trying to help control the number of people we'll have on that farm for the next week or so. The truck has a loud speaker and I can jump up on the truck and tell them what is coming. For instance, you have people picking lima beans and they're not quite ready yet; you tell them, look, we really don't have volume yet but in five more days we'll have seven acres, a terrific crop of lima beans coming on that will be well filled, so tell your friends **and neighbors that on August 14**, we will really have lima beans. You'll be surprised at the cooperation you will get from just telling them. If you tell them they'll help you out and you can get them to your farm when you need them.

The customer can come out to our farm and get 18 different commodities. We make sure broccoli and cauliflower and peas and spinach and radishes and lettuce and cabbage are available during the last couple of weeks of strawberry season. One complements the other. It helps all of the crops. Something we really work at on our farm is to try to schedule all of our planting so that we constantly have a good supply of stuff. It is about a 40 mile round trip to our farm from Louisville. If a consumer is going to drive 40 miles with the price of gasoline today, there has to be some kind of incentive. The more products you have, the more attractive it is for him. There are really only two crops on our farm that are not on pick-your-own; sweet corn and potatoes. We have tried them both. Neither one worked well.

One of the better things we have done in the last couple of years is that my wife Bonnie made up a list of recipes called Bonnie's Favorite Recipes. Bonnie's Favorite Recipes are for the crops we raise. Some vegetables will have two recipes, one for canning and one for freezing. We give the recipes away. You would be surprised how many people come in and before they ever pick a thing, they want the recipe. They look at the recipe and see how it reads, then say, "We'll go out and pick this." Those recipes have really made a difference. A lot of the younger housewives today are getting involved in canning and freezing, and they don't know how. So this recipe helps them. Another thing that has helped us quite a bit is that we get involved with food editors in all of our newspapers. Get in touch with food editors; they are always looking for things that are a good deal for the consumer. That is part of the food editor's job; where can the consumer save money? But they have to know about you, you have to tell them you're there.

Some of you may have heard me talk before about an organization called the Starlight Fruit and Vegetable Growers Co-op. My wife and I started this U-pick thing about twelve years ago; it took us four years to really get it off the ground and get it going. I went out and picked four other growers who were good progressive growers, and growers we felt would work with us and co-operate with us. We formed the Starlight Fruit and Vegetable Growers Co-op. This co-op works beautifully yet today. It takes co-operation. We give and we take. It is really working out well for us. In this co-op, among the five growers, we are marketing about 110 acres of strawberries, over 400 acres of vegetables, and something over 40,000 bushels of apples in the fall. No price cutting is going on, everybody is charging the same price. We are all located within a mile radius of each other. Instead of competing with each other, we are working with each other. We advertise together. When we pool our advertising dollars, we have enough money that people want to talk to us. We pool our chemical and fertilizer purchases. When we pool our cardboard, we are talking about a couple hundred thousand dollars worth of cardboard. Cardboard companies will come talk to us. As an individual, it is kind of tough, but co-operatively we can get a whole lot done. These guys are my friends and my neighbors, all year long, why in the world when strawberry season comes should they be my mortal enemies?

Through this co-operative we have done a lot of different kinds of advertising. I really believe that television is the best money you can spend on advertising. If you are on at 6:00 and at 11:00 p.m. on all the stations in your area (in our area that happens to be three of them) I'll guarantee you, you'll catch 90% of the people.

One more thing before I close: something we really work at on our farm is weed control. There are absolutely no weeds on our farm. I'll guarantee you that I have got the neatest 210 acres of vegetable crops and fruit crops that you'll ever see. My second son Louie will mow every road bank, every waterway, the orchard, the grapes, the raspberries, the whole bit. He is a nut on weeds. Everything is mowed once a week. People appreciate that. They really get a bang out of coming out and seeing 210 acres of fruits and vegetables that are just absolutely as clean as a pin. We really work at this thing. As I said, the orchards, everything is just kept mowed as neat as we can keep it. Any questions?

Q. YOU MENTIONED THAT YOU PLANT PEAS. DO YOU GROW SUGAR SNAPS.

A. No. We raise a salad pea or a snow pea as such, but Sugar Snap has to be on a trellis. In our operation we don't feel that we have the time to get involved in trying to stake something like that. We raise Oregon Sugar Grey Dwarf; it is pretty good, we sell a lot of those.

Q. SINCE YOU STAKE UP YOUR HERITAGE RASPBERRIES, DO YOU MOW THEM DOWN IN THE FALL?

A. Oh, yes. We go over them with a rotary mower and absolutely ground them up to nothing. We go at a very slow speed and mow them as close to the ground as we can. I heard someone make a remark one time, if they could mow it one inch under the ground, they would. I think they are right. We just grind it up; we don't burn it off or anything. I don't think it is necessary.

Q. WHAT DO YOU CHARGE FOR GREEN BEANS?

A. This year we sold green beans, depending on the variety, anywhere from \$4.50 to \$6.00 a bushel. Next year I think we are going to go to the pound basis, 20¢ a pound right down the line no matter what variety it is.

Q. WHAT VARIETIES OF PEAS AND BEANS DO YOU PLANT?

A. On peas we plant three varieties, Spring which is very early, not the best yielder but is very early; Greater Progress and Mars. Those three will give us about a three week picking period when planted the same day. On green beans we raise Bush Blue Lake 47. There are many but 47 is stronger and stands up. We plant white seeded Provider - our customers prefer white seeded green beans. Another is Stretch.

For lima beans Fordhook 242. For egg plant we raise Dusty, it's small but early and Harris' Classic. For broccoli in our area we find Premium is tremendous and an excellent yielder. We side dress it three times with nitrogen.

Q. DO YOU HAVE TROUBLE WITH DISEASE ON YOUR RASPBERRIES FROM WILD RASPBERRIES, ETC?

A. No, we're going to plant Brandywine this spring near our neighbors land where there are some wild brambles. He has agreed to let us kill his wild brambles if we'll let him have all the Brandywine berries he wants.

Q. WHAT DO YOU USE FOR WEED CONTROL ON VEGETABLES, STRAWBERRIES, ANYTHING?

A. Oh, my! You need a weed specialist and two hours. We use a tremendous amount of different kinds of herbicides on our farm. We only raise about 3/4 of an acre of beets in the spring of the year, but we do put Rowneet on that beet. We use a herbicide on every crop we raise. I'm a nervous wreck from checking the sprays going on our crops. My son is 24 and has studied at Purdue but I want to check every tankfull of spray material before he applies it to be sure all the chemicals are correct. With production costs today you are not allowed even one mistake. Here we are raising 50 different crops using umpteen different kinds of pesticides. We are all going to really have to keep our noses clean when it comes to using these chemicals. You owe it to your consumer to sell him a safe product. And if the Food and Drug should happen to come out and find chemicals that have not been approved, and drive a stake in the field to quarantine it for two weeks, I guarantee you every newspaper and news

station in the area would have it immediately. You'd just as well close down.

Q. HOW DO YOU PROVIDE KNIVES FOR PEOPLE TO HARVEST BROCCOLI, CAULIFLOWER, ETC?

A. We used to provide them knives free. But people steal them and worse, leave them in the field. One discarded knife cut the tire of one of our tractors last year and cost us \$290. Now we sell them knives, 3/\$1.00 on the theory that if they pay for them they'll more than likely take them home. Last year we sold twenty seven buckets of knives.

Q. WHAT KIND OF FERTILIZER ARE YOU USING ON HERITAGE?

A. We are putting 80 pound of N on in March, and are coming back around the first of July with another 40 pounds of N through the irrigation system.

Q. I DIDN'T SEE ANY IRRIGATION IN ANY OF YOUR PICTURES, YET I SAW A WATER TOWER IN THE BACKGROUND.

A. That water tower belongs to a tri-country water system in our area. We have no wells; we have to depend on man-made lakes. We have water storage of about 360 acre feet of water. We just built a new lake in 1977. We have three irrigation pumps. Everything is irrigated on our farm.

Q. BACK TO RASPBERRIES. HOW FAR APART DO YOU PLANT YOUR PLANTS AND HOW WIDE ARE THE ROWS?

A. We plant in a nine foot row, 24 inches apart in the row.

Q. WHAT IS THE SPACING ON YOUR GREEN BEANS?

A. We plant all of our crops either in 48 inch row or a 40 inch row. Green beans are in a 40 inch row. It has been our experience that to do a good job cultivating, you can't beat an International 140 tractor. We have two of them.

TRACK II--SEASONAL AND NEW OPERATORS

Chairman: Bill R. Haynes
County Extension Agent, Warren County

Our first speaker is Mr. Phillip Gasteier; he has been in the strawberry business for 34 years in Sandusky, Ohio, up near Lake Erie. It is a good place to grow fruit. His family is mainly in the retail strawberry business; however, they do wholesale some other vegetables through their market up there. It is a family operation. He tells me his wife and son are absolutely necessary for the success of the operation and contribute quite a good deal to its success. Now I'm going to let Mr. Gasteier talk to you; he is going to tell you about an Out-of-the-Way Market in a Major Production Area.

AN OUT-OF-THE-WAY MARKET IN A MAJOR PRODUCTION AREA

Philip Gasteier
Strawberry Hill Farm
Sandusky, Ohio

Thank you for the introduction. First, I would like to introduce my son Chris; my wife Mary. Without the full co-operation of your family, forget the produce business because it is very time consuming.

How would you like to pick up your newspaper tomorrow when you go home and see these following figures: Sweet Corn 3 dozen for \$1. Tomatoes 10¢ a pound. Beans 10¢ a pound. Carrots 10¢ a pound. Potatoes 6¢ a pound. These are some of the things that we have contended with in our area. In Erie County we have an abundance of vegetables and some poor business people along to boot.

Strawberry Hill Farm is located on a road that, if there are more than five cars a day, we would run out to see where the fire is because unless they come to our house, there isn't any traffic. We are on a side road about a mile from a main highway, but in a very high vacation area. We have customers from Columbus, Worthington, Mansfield, Toledo, Cleveland. It has been a long process in getting them to our place. It remains a constant struggle. It has taken a lot of thought, and a lot of conversations with other people to come up with some feasible way of existing on small acreage. We have 125 acres, 100 of which are tillable. Years ago it was a small grain and cattle farm. Then we expanded into produce; we used to wholesale it all, but I became dissatisfied with selling to the supermarket that we have tried to get away from that. I'm not here to paint a rosy picture, but I'm here to tell you that it can be done. It is not an easy job, but it can be done. I'm speaking as a farm owner and operator. We have in our county and surrounding counties many people who are full time employees someplace else and who have a little acreage they farm so the children can make a little money. I had one nearby who sells sweet corn at 50¢ a dozen. Your customers see this sign and ask why you are so high.

We have been in the strawberry business on 18 acres of which we will pick 13 ourselves. We are going to be forced into pick-your-own, but I

would rather not. My son says we will go into pick-your-own or go out of strawberries.

We have operated in the berry business since 1946 when we started out with 300 plants and decided that since we had so many berries off those 300 plants we would go into the wholesale business. At one time I supplied 17 different stores. Then we took on two supermarket chains between Toledo and Cleveland and were supplying them with other produce. When they decided that it all had to go into their warehouse, that is when we got out of that. I was the first farm person in that area in 1952 to use radio advertising. I caught a lot of heck over it because it was unheard of in our area to take a farm commodity and go to radio advertising. Now we use radio, billboards, newspapers, and rely heavily on the best advertising: word of mouth. But I will say that radio advertising is great, especially if the weather forces you to change your ad at the last minute. One time we were able to sell 1,000 quarts by getting on the radio after the rain stopped at 4:00 p.m. and telling them that the berries were ready and beautiful and we needed help or they would spoil. Another area that I would highly recommend is billboard advertising. Especially in an area that customers would not know about or would not be driving by. We have to reach that public; you have to reach them from outside your own area, especially when we have people coming up to Cedar Point, Ohio. As long as they are headed up there, we would like to have them stop by. We do have them stop in, and once they have stopped, many of them are repeat customers. We had a little card made that has our logo on one side: an old cow barn with a strawberry painted on the side. You can see it for a long ways off. We operate out of an old barn. On the other side of the card is a little of the history of the farm which has been in our family since 1798.

Another thing we do. At Norwalk which is 15 miles south of us they have a Strawberry Festival over Memorial Day weekend. In the 30 years I've been growing we've had strawberries only twice on that weekend but we go. We have a little red barn on wheels which we take, we have our strawberry jewelry and items, we distribute brochures and I think it is a worthwhile event.

To keep the farmlike atmosphere we got a covered wagon from Gilena, Illinois to put in front of the barn and we have antiques scattered around. I don't have horses to pull it. We have some other ideas we hope to put in when my son returns from college.

One of the things that we have found worthwhile in attracting people is a brochure that my wife prepared and we distribute. It has recipes on strawberries. Each year we change it. This year we plan one on vegetables, especially zucchini squash, which is becoming a popular item.

We have built a cooling system in the basement of the barn. Our packing shed and sorting table are there. One of the biggest problems in this business is overproduction. Our cooling system was designed to allow us to store strawberries for at least two weeks. If I store them four weeks I lose maybe ten to fifteen percent of them. Other than that,

when they are taken out they look like they have just been picked. The hulls are green. The secret is that the temperature control of the cooler is right, and that they are put in as fast as possible to get the heat out of them. They should be put in to this cooler after being picked right; if you put a bruised berry or a rotten berry in, it will come out that way. But as the engineer that designed this told me, "If you do it right and handle your fruit properly, you can store it for as long as you want." I think he exaggerated a little bit there, but in case of an emergency, if you have some days you couldn't pick or your demand is up, the cooler keeps the berries available. So one of the things we should learn is the absolute control of refrigeration.

Notice on the slide that we are on a side road and have to get people back to our place. There is only one other house on the road.

Labor continues to be a problem. We go through perhaps 125 pickers and end up with 40. We harvest strawberries and sweet corn by hand.

HAYNES:

Next is Pauline Kessler from the Kessler Orchard at Berwick, Pennsylvania. Her farm has been in the family since the Revolution. They had a Peach Festival last year that was sensational. I'm sure we can all learn from her.

PROS AND CONS OF APPLE AND PEACH FESTIVALS

Pauline Kessler
Kessler Orchard
Berwick, Pennsylvania

I want to thank you all. This is my first attempt at public speaking. My husband and I were very happy to be invited to the Ohio Roadside Marketing meeting. I'm sure we are going to get a lot out of it. As Mr. Haynes said, ours is a family operation - we have five children, and they are all involved with the farm in some way.

We farm 500 acres. One hundred of it is in apples and peaches, and other related products.

Advertising for us is a big thing. We advertise in papers, but this year we are on a road that is off the highway. I don't know if any of you know what Pennsylvania roads are like, but they are terrible! People will say when they come to our place, "If I had known the road was so bad, I would never have come up here." We try to give them good produce, and we try to please because we want to keep all of our customers happy.

Advertising is a big thing for us but we weren't very happy with our advertising last year. We tried radio, and we tried the papers, but nothing seemed to do the job that we wanted it to do. Because if customers can get a product like ours at a similar price and they don't have to go over these bad roads, they aren't going to come to Kessler's Orchard. I talked to several people and Hank Milstein said, "Why don't you have a peach festival? Or an apple festival? It gives people an outing." So we decided on a peach festival and an apple festival.

It rained both days of the peach festival. Even so the crowds were so large we had no place for them to park. We decided to give away something to customers instead of spending everything on newspaper and radio advertising. We had free hot dogs and free peach sundaes; people came in droves rain or not. It was really a sensation. We had door prizes; each person got a number and the lucky numbers won a prize. All the different organizations we deal with, the suppliers, gave us something to give to lucky customers. One of each seven or eight customers got some little thing. So people were real happy and we enjoyed it and learned a lot of things that we will do another year. We plan on doing this every year.

When we had our apple festival in October we were really jammed. We had learned a lot of things from our previous experience so we had a register for people to sign. We were amazed that people came from 65 or 70 miles away. This time we advertised that we would have free apple dumplings with ice cream, which was really a mistake. We baked apple dumplings for a couple of days ahead but by noon on Sunday we were completely out. Our

extension marketing agent and county agent helped and his wife saw our predicament and helped peel apples and bake dumplings. People were asking to buy them hot out of the oven. We had seven sales people but we didn't have enough space. I learned that we have to make more parking space than we had last year; luckily we have another area close to the barn where we can add space.

We found that the festival was our best form of advertising. We called the newspapers and told them we were going to have a festival and they printed articles about it. Since we didn't have to spend money on ads, we could afford to give away prizes and attract more customers. My advice to anybody planning a festival is to have something free for the customers and to have plenty of parking. During the festivals, we sold about 20 times what we would normally sell during the period.

HAYNES:

Our next speaker is John Gilliland, a peach grower from Cleveland, Tennessee. He has a family operation, and is going to talk to you a little bit about Merchandising 'Real-Ripe' Peaches.

MERCHANDISING 'REAL-RIPE' PEACHES

John Gilliland
Gilliland Orchards
Cleveland, Tennessee

I made a few notes and as I drove up here I was constantly going through my mind as to how a person can stay in peaches. I have been in peaches all my life and how can I stay in peaches all my life and come up here and say what I know and I don't know about peaches. Every year I find out four or five things new. It changes, every year is different.

I am proud to be here. It's been a real good meeting so far. I'm a farmer. I have been a farmer all my life. I grow 100 acres of peaches and we sell all these peaches retail, one package at a time. Maybe three or four bushels to one party and sometimes you'll get a party that takes six, eight or ten bushels but our standard package is a 15-pound box. It's a wooden basket. By the way, one other thing that's a little bit unique. I didn't know how unique it was having 100 acres of peaches and retailing them all until I got to traveling a lot and found that people doubted me. We had fruit growers come to Cleveland, Tennessee and an old fellow I had known for years, said, "How does John sell all of his peaches." Another fellow that had been there that knew said, "I don't know---that little market---?" He didn't believe him but it's that way everywhere I go; they don't really believe I sell them all retail.

The other thing I was going to mention that's unbelievable. All our peaches are untouched by human hands and we advertise this. We grow a real ripe peach.

When I was eight or nine years old we all loaded in the vehicle in the morning and would go to the orchard. The family pretty well picked the peaches. My father at that time was about 42 or 43 years old and he didn't have any teeth. We were picking peaches and if somebody picked a green peach he sat down and ate it. So nobody picked any green peaches because we had enough peaches anyway. But those peaches had to be ripe enough for my daddy to eat without teeth and it's been that way in Cleveland, Tennessee all my life when we grow peaches. They are soft when they are pulled from the tree. They will just break and are just starting to get soft. Then when you talk about 100 acres of peaches you know a soft peach has just got a couple of days and then you got to do something or it's brandy.

It's all an accident; the fact that we are now selling 100 acres of peaches. There was no success to it, my daddy didn't have any teeth and people liked ripe peaches and it's all gone from there. But our problems are not selling the peaches, our problems are growing and getting that ripe peach to the market without bruising it.

After high school, I went off to college, then I went to the navy for four years and I was 26 years old when I came back. I would give anything to have that old mule that we used to have and that Sears Roebuck Sprayer pump that we started with. That was when I was nine years old. After I came out of the navy and sort of got my feet on the ground a little bit I started looking at the girls and I found a gal, she's a country girl and she is from a dairy farm operation. She was teaching Home Ec. there in the county and she was going to school at UT. My father had a flat tire in Knoxville one night and her father was at the station when my daddy went up to get somebody to come down and to fix the flat---and it went from there.

Right now we have three teenage girls; they take care of the market. Two of them are in high school. I told them to select what they wanted to do but they are really involved in peaches and that's all we think about.

That gets on to another point in my life. The only hobby I ever had was peaches. My father had a heart attack when I was about nine or ten years old so that old mule and that sprayer and I were in that peach orchard at that time and we had two varieties, Belle of Georgia and another variety called Mayflower. Both varieties were real tender and hard to handle, so we learned how to handle the ripe peach on those real hard to handle ones back when I was just a kid. We continue today.

We found a place over in Anderson, Indiana and I don't mind telling you my secrets. This is just a little secret and I think I could do it in just about any town, but I found some Tennessee people over there in Anderson and they liked my product. We can go there with a load of peaches and just put it on the radio that we have a load in town, that's about 400 to 600 baskets and in about three hours they are gone. Everybody just lines up to get them.

My feelings go out for the trees that have been lost in Ohio, Indiana, Michigan. It's one of those situations I don't know any answer to it. It's winter kill that gets you. I think you can get by with frost control. Our trees don't get killed but we are using overhead irrigation for frost control.

I did make a note here; a farmer has an obligation. We live in hilly terrain, if we tear the soil up and if a big gull washer comes we lose our top soil. I'm not indispensable, and somebody has to follow me. If he doesn't have top soil to work with you are talking about 100's of years to build top soil. All of our trees are raised in sod. We have three pieces of equipment, we have a tractor, a sprayer and a mower, and that's all. One tractor, as long as they will run, one tractor, one sprayer and one mower will take care of 100 acres. One man can do that job. Our labor force in the summer time are monkeys.

Another thing I would like to mention. I'll spread it all I can if you'll spread it all you can. The government, and they are us, had some representatives who made some decisions on wages and we let them get away with it. Several years ago the minimum wage for farming was 35¢. Wages

at the factory were 50¢ the very same day. Okay, then it goes farming minimum wage 50¢ and industrial 65¢. Now today, farm wages are still lagging. That puts an image on the farm enterprise, the farming industry. We automatically get what is left over in workers. It's not right. We need good help. We need to pay the same for our labor they pay down at the factory. It's just not that much different.

Advertising is one of the gaps. I feel like this is one of the gaps for getting my product to those that want it. Now apples, I know you want to sell as fast as you can but the shelf life on apples is a little longer than it is on a peach. I have two day peaches. I pick it today I try to sell it today. So timely dissemination of product information is a must. Where have we been successful? I guess I had better lead into that a little bit. Everybody knows what Michelin tires are. You know what Timex watches are. They created a demand first, and they put a little product out to give customers just a taste and when they start hunting it they want to run out. It doesn't mean you scared them, but what I am saying is don't go fast, don't go in a hurry. But Michelin tires, they created a demand and they had a good product. Timex was a good product but when you went down to the drugstore to get that Timex it wasn't there. You ask, "when are you going to get some" and he says "I don't know, they are supposed to send me a box any day." You go back every day. They still sold the same amount of Timex watches and Michelin tires the factory manufactured but they made you wait a day or two. They created the demand that put the word out. It just takes a little time. It's word of mouth.

I'm starting a new operation in Nashville, Tennessee where we have rented 100 acres. I don't have 100 acres in Cleveland, Tennessee to replace what's going out there in three years. I'm moving to Nashville. Somebody said, "what are you going to do about those in Cleveland that have been getting peaches," I said, "I don't know." It's new for me, I'm enjoying life, I'm getting a new taste of what it's like to go in a new area and completely start brand new. I saw one thing here. That airplane with that banner behind it. That looks great to me; I never thought of it. That will get the word out in a hurry. With peaches you have to do it in a hurry. You just have that one day.

My big advertising at home is two places. We have a radio announcer in Chattanooga; his name is Luther Madisongale. Luther likes peaches. He has a morning program. I went to Luther and I said, "We got to sell our peaches and I don't worry about selling my peaches but I got to sell them on time. I just have two days shelf life. I like your methods, I like what you say. People listen to you." We are trading a little bit because they listen to the radio, and to Luther right now to find out when they can get my peaches. I have my own Michelin tire and Timex watch. I created demand and I don't have any competition. But I have field problems getting that ripe peach to the stand. I buy \$1,000 advertising from Luther every year. I say, "I don't know when I'll call. It may be two weeks between the time I called you and the last time I called you. The only thing I know is when I want you to tell about my peaches, I want it." He does it and he likes to do it. Then, when

listeners get to bugging him and say, "I haven't heard anything about peaches, what's the deal up there, do they have them or did they run out? Is there sort of a slack period for a day or two." Then he comes back at me and I say, "Lu, keep them off of me." They hear it on the radio. Luther puts me on the radio. You can do it too---get on the radio. All he needs is a little cassette tape. You take it to the radio station and call him up and say play it for me. It's terrific. And, \$1,000 is nothing when you are selling 100 acres of peaches.

Another thing, don't cut prices. If you are going to sell a product start your price at the first of the season at what you think it will bring. Don't change your price. The farmer has to remember that people only have so much stomach. You can cut the price all day until it gets down to nothing. They can still just eat so much. Remember that all your life.

Another thing, never mention your competitor. When you are talking on the radio or you are talking word of mouth. Just talk about your product. You talk about the different varieties, "we got a variety that comes in early" and just start talking about that variety. Never, never, mention your competitor. My competitor is green, hard peaches. I never mention them. I say "everybody buys what they like." If they ask me and say they're cheaper I say "everybody buys what they like."

From this comes confidence in you. They know what you got to get their confidence. The only thing you need to let them know is that you are doing the very best job you know how. You talk about your products. Specialize, I believe in specialization, it's hard. If you are from the northern section here you can't specialize in peaches because you can't grow the tree. That's the problem you people have right now. Down there where I am I got a wife, three little girls, a dog, three cats, and my peach orchard. That's it. I'm specialized.

If they ask you about varieties. Which one is the best variety? A standard reply and I get it four and five and ten times a day is which one is the best. I say, "Don't ask me that." I say, "I got eight varieties and they are like my kids."

My name brand started when I was about 10 or 11 years old. My daddy gave me a little field to sell and I deposited my money in the bank. In Chattonoga we used to take our peaches to the market and set them on a curb and people would come by and look at them and buy what they liked. The problem was those green peaches. Sometimes they turn red and there would be some the color of my peaches. But people come back if they were hunting my peach and didn't know where they got it. I would tell people, "I don't know how to do it, I talk my head off out here all day." My daddy wouldn't let me go to supper because he wouldn't talk, he was a little older, he had worked in the field and was tired. Anyway he would go and get my supper for me and I'd do the talking to customers. I told a fellow about it up at the bank, he said, "John, what you need to do is put your name on the sides." So I bought a little rubber stamp and I have it to this day, it's like that old mule. That little stamp that says, "Gilliland's Tree Ripe." I bought this white tape that they wrap meat with and cut it off with a pocket knife and taped it on the handle of the

basket it says "Gilliland's Tree Ripe." I told that woman not to come back here hunting peaches but to hunt the label. From that day when I was 11 or 12 years old that's all I harped. You got to label it and put your name on it and don't put some company name, even if it's a big company. Put your name, just like they call you down the road, on it.

HAYNES:

Our speaker now is Mr. Dennis Snaveley. Denney has married into Mom Wilson's Sausage family. He has his wife here; she is a lot better looking than he is, but he is the one who is going to do the talking today. This is kind of an unusual twist; this is a retail meat market that Dennis and his family operate. But I understand they have added some vegetables and fruits. It is kind of a seasonal product in their operation, it is a family operation. We are going to let him tell us a little bit about how they operate at Mom Wilson's Sausage House.

ADDING SEASONAL VEGETABLES TO A SEASONAL SAUSAGE MARKET

Dennis Snavely
Mom Wilson's Sausage
Delaware, Ohio

I told my wife I wouldn't introduce her, but she is the family member. I'm the son-in-law, or outlaw, depending on how I've been working that day. I was fortunate to become associated with the Wilson family, so Susie you are going to have to stand up. I really think she knows more about this than I do, and her folks know more than the two of us put together. But we do appreciate the chance to be here and to share with you some of the things that we have done at Mom Wilson's Country Sausage. We have combined some seasonal vegetables with our seasonal meat sales. We are located eight miles north of Delaware, Ohio, right on US Route 23. We are fortunate that we have direct access to both the south-bound and north-bound two lanes of US Route 23. Thanks to the efforts of Mr. and Mrs. Wilson at the time that road was converted from a two-lane highway to a four-lane highway, all a customer needs to do is turn out of either one of those lanes right into our parking lot. That really is an advantage to our business. We are seasonal; our meat market opens the first Tuesday of October, and it is open until the first of May. If you want some of those good cured and smoked products, and some of the fresh meat products that we have at Mom Wilson's, you've got to show up then because they aren't there any other time of the year. Our seasonal vegetables are sweet corn and tomatoes. We retail them on the premises; we built a little stand with garage doors. This is something that is helpful to us, the overhead garage doors. There is plenty of air movement, but if it gets a little bit windy and is drying off the corn, we just pull one of the doors down. We lock them down at night.

The seasonal vegetables started with sweet corn, and it started when Susie and her sister must have been getting into Mrs. Wilson's hair. They had a little sweet corn that they grew and they told the daughters here it is and here is the card table, go ahead and sell. They had the baby in the baby buggy too when they started selling. At that time it was a two-lane highway. As their business grew they got a grain wagon with a frame on it over which they put a canvas cover to protect the corn. It was not fancy but the product sells itself. Of course, having these two little girls out there selling corn helped. Also the good reputation of the Wilsons.

We used that same wagon when Susie and I started after we got married. Maybe it seemed too elementary to some people; they thought we ought to have something fancy. But as we have heard yesterday and today, you don't necessarily have to have a fancy market to sell. It is the product that sells and it is how you go about it. But that wagon really did get disposed of; here I am telling about how you shouldn't get fancy and we built

the stand with overhead doors. That takes care of our seasonal vegetables in the summer when the sausage house is closed. We wanted to keep people stopping, keep them coming by our door, and to give them a good product.

We are also very fortunate that we have a state park two miles south of us. It is not unusual for a person to come in and say, "I'm furnishing the sweet corn. Somebody else is furnishing this or that, and we are all getting together, three or four campers, and we always come up here to get our sweet corn." It is not uncommon to have a car full of kids in swimming suits stop and mom buy two or three dozen ears of corn to feed them when they get home. Our location is helpful to us. You can't move your business, but there is something that you can do to capitalize on activities close to your area.

We have tried to take advantage of the needs of people at any particular season of the year. We found with the meat business that a lot of people at Halloween liked the big pumpkins. When they came in the store, we had a few pumpkins. Our pumpkin displays got bigger and bigger and pretty soon we had four or five thousand pumpkins out on the lawns in front of the building and then we even had to go south of the building and put them out there on the grass. We mark them off in different prices according to size. We use the honor system a lot. We are out in the middle of the country on a four-lane highway, and I'm sure everybody could make a quick getaway if they wanted to come in and clean us out, but we don't find that that is true. Honesty has been a big promotion and something people remember. They say, "Why that's where they sell those pumpkins right out there. You go out and pick your own and put the money in the can."

For our meat business our advertising is 122 posts with 3 foot by 8 inch signs with red backgrounds and white letters naming the products that we sell---like the old Burma Shave signs. If you go up U.S. Route 23 North of Delaware you'll see some of these signs during the season. When those signs are out, people know we're open. The only other thing that comes close to advertising is a little letter that we send out to customers of ours that are on a mailing list. We put together the mailing list from people who write us checks or sign our register. Once in awhile we have someone who we will become very interested in visiting with. A lot of times on a Saturday or Sunday or any day during a holiday season, we get so busy we don't have a chance to visit with our customers; but it does pay off. We find out where they are from and what they like. To our mailing list people we send out just a little card each fall about the middle of September. We don't send it out too soon, they'll forget we are opening. We don't send it out too late, because they always like to know ahead of time. It's a judgment thing like when to send a party invitation. These cards have taken different forms. We are basically a retail pork operation. So, on one card there is a pig relaxing with a martini, and the gist of our little note is that it is acutally from Mom and Horace. Horace being Mr. Wilson. Mom being Fern Wilson of Mom Wilson's Country Sausage. The note just to say the "summer is over; we had a great summer. Hope to see you this fall. Hope you had a nice summer." Or on another, that Susie and I have a darling new son---another generation to carry on. Of course, we hope he will. There are lots of

cards like the old kissing pigs that are kind of cute and people receive them and they know that Wilson's will be open soon. A couple of things that Mr. Wilson did brought us more advertising than we could have afforded to buy. They were not planned that way, they just happened because Mr. Wilson was in tune with something he read. He had seen in a local book one time that they painted the ends of barns with a smiling face. This isn't the old circle with two dots, a nose, and a mouth; but it is something a little bit better where they used the windows on the end of the barn for the eyes and put a little hair up under the comb of the barn. There is a nice smile on the face and the name underneath. It happened to catch the eye of one of their reporters of The Citizen Journal, one of the papers in Columbus and he printed a picture of it. Underneath the picture, of course, was the caption 'Mom Wilson's Country Sausage', 8 miles north of Delaware. The paint job on the barn was paid for with that kind of advertising, and people remember it. It is something you can do, just like the big strawberry Gasteier told about, that people will see and remember. So if you've got any little thing, don't hesitate to invest in a little paint and put it up there! Our honesty (put your money in the can) paid off for us in that the Dispatch, the other paper in Columbus, ran a picture of our pumpkins sitting out with the mailboxes for people to drop their money in. A lot of people travel by and see what goes on. The Dispatch showed a picture of the mailbox with no big story but with the caption that Mom Wilson's Country Sausage 8 miles north of Delaware still believes in the honesty system. We don't get ripped off too much. We capitalize on it. Another advertising thing is if you have anything that is unique to your store. For example, Mr. Wilson has a collection of about 50 clocks of all types. He started this as a young man. A team from Channel 10 TV was going by on a story north of the market just about the time of the end of daylight savings. The cameraman happened to remember the Wilson clock collection. The TV crew stopped and asked if they could take some pictures of the clocks and that the story would be---you think you have problems changing two or three clocks back to standard time. Think of the problems of Horace Wilson, Mom Wilson's Country Sausage and his problem. Well, the pictures showed the clocks, the pumpkins, the store and gave the location, and it was at the end of the prime time newscast. So if you have anything unique, it may pay off only once, but it really paid off for us in some advertising and it let people know where we are. You get feedback from that; people say, "Hey I saw you on TV." We know they saw it. It was worth doing.

We also sell other seasonal vegetables in the fall; our gourds, our squash. I mentioned our pumpkins and our ornamental corn. We use the same stand that we sell our sweet corn and tomatoes from in the summer. Again, we use the honor system. People can leave their money out in the mailboxes, or pay us in the store. It used to be that if we had a bushel basket of sweet corn at the end of the day we'd leave it outside because we pick fresh every day. Sometimes people would buy it overnight, and leave us a couple bucks. But then we did get ripped off a couple of times. I remember one time in particular I had gone up to our home. I saw a car at the stand and thought, as I went back to the stand, great, somebody is getting some sweet corn. The guy waved at me and I said, "Hi." You know that darn guy ripped us off, took the can and all. Well, after a couple of these we close the stand when we are not there.

The history of our place is really kind of brief. There was really no Mom Wilson's Country Sausage until it was created by Horace and Fern Wilson. Horace's father had always had a little slaughterhouse up home; they had retailed beef along with their farming. During the hard times they cured hams and sold them right out of the house. The formula and the process we use to this day, with a few modifications, is the same formula Horace's dad used to cure hams way back when. They decided to make a few extra bucks, and when they took a load of hogs to town the price of hogs was so low they said, "Now is the time to start making some sausage." They used the same formula again that his dad used. On the back porch on Friday, Saturday, and Sunday, a little sign over the doorbell read, "Ring Bell, Will Sell." The business moved from there to the garage until we built another building, and that is the story of the whole thing. Then the tornado of 1965 came through our area and took everything but their house and most of the buildings on the home place, and the little place where Mr. and Mr. Wilson had set up housekeeping. The tornado and the new four lane highway construction made it a harrowing time. To make it short, the tornado brought them to their present structure where they built the house and the buildings all out of the same bricks so it all ties in. They have a nice setting there in the country on the highway. Our workup or cutting room is in the back. Anything that has meat in it, we make right at our place. We don't have a slaughterhouse anymore. We've found that we can take our hogs to a slaughterhouse and have them slaughtered. We have one close by and that helps. Then we bring the carcasses back and go from there. As far as retailing our products, I have some things here to share with you. While I'm saying a lot of "I's" in my talk, it really should be "we" or even "they" because I just happen to be here today. We think that you have to develop a main theme. Something that makes your store a little unique; ours is that we make everything, and it is a down home kind of thing. I know all the cliches, Jimmy Dean says it, Alan Parnell is on TV talking about it, and all of that. But there is some credence to that, and even though they are nationwide, even in our little region we promote that it is Mom Wilson's Country Sausage. Sausage is not our only product. It's a good product; we put salt and pepper in it; a good fat/lean ration and that's it. It costs a little more but people are willing to pay for it if it's what they really like.

We think that along with that family formula thing, and a lot of these are family formulas, if you have anything that has come down through the family and you can promote it, it will pay to do so. We try and have products that when customers come in and mom says to dad, you know I haven't seen pudding for how long is it? We know we're on the right track. I'm not sure this is the same thing John talked of in creating a demand for some of these items in that generation. They remember when they had this. We really try to keep the down home experience at our market.

In addition to promoting the down home quality of our meats, we also create a farm atmosphere, things you can enjoy at Mom Wilson's. We have family collections of everything from jewelry to some old photographs of things from that time period. Also, skate holders, potato diggers, any kind of old antique knickknack, tastefully displayed so that you hear the

comment: "You know, I haven't seen that since we used one down on the farm." Or someone of my generation who says, "I don't want to ask a dumb question but what is that?" It is interesting and educational to both. We have a south window that has great exposure to the elements that we need to have great plants. Mrs. Wilson who has a green thumb, will give a twig of one of those to anyone who says, "Could I have a start off of that?" That brings people back because they know that you are willing to share something with them. These little things help. We also tie everything into a red and white color scheme. We keep the floor spotless. You could eat off the floor. Of course, in produce it would be a little more difficult but we want people to think everything is clean.

We like to try and make everything we sell tie to our main theme. We want all of our products home made and our own. I looked at the fudge in the Trade Show and thought I'd like to put that at the end of the counter. It would sell but then I decided it would not fit our homemade theme. Susie and I sit up at night and make popcorn balls. It makes a buck or two, but it is also something that is homemade. If you want a snack food you parch corn. We take our Silver Queen sweet corn, and let it stay in the field to dry out and mature beyond the sweet eating stage. Then we parch it. It is an old-fashioned thing. We make a couple or three tons of sauerkraut and a couple or three tons of dill pickles. We don't raise the pickles or the cabbage but we make the kraut and pickles. It is good stuff and it is homemade and it really draws people in there. Like the rest of our products, the thing is that we make them; they tie to a central theme of being something that is down home, from old family recipes; they are things that you just can't go down to a chain store and buy.

Another thing we do is what Phil Gastier and many others do and that is give recipe cards. For instance, a lady comes in and wants sauerkraut but all our sauerkraut is in two pound packages, which she says is too much. We suggest she try the sauerkraut salad. My husband likes things sweeter. Well, this recipe gives you a sweet sauerkraut salad. We make a good Italian sausage and give them a recipe of our spaghetti sauce.

We don't hesitate to ask customers, "How do you fix it?" Sometimes you get something you can pass on. We learn many new ways of freezing sweet corn--I don't know how they work and we sometimes pass these on. We try to tie our meat and our vegetable operations together where we can.

Are there any questions for any of us? We are not afraid to take a little time to have things right. Our hams are artery cured and that takes time. We cure them for 21 days. Each ham is smoked individually in an old smokehouse. Our customers know we do things the old fashioned way. It is part of the quality image we attempt to project.

Q. DO YOU HAVE INSPECTORS BREATHING DOWN YOUR NECKS SINCE YOU ARE IN THE MEAT BUSINESS?

A. No. And this is something we have taken special pains about ever since they started to make sure that everything is above reproach. Our operation is spotless. They do come, we have to have inspections.

There was a time when there was enough money available and we had an inspector with us in the back room all the time. Even though we didn't slaughter, there was a man there. Then money got tight and his duties were expanded and now we have a man who has been in twice. One time there was a question about labeling, but nothing about cleanliness. We don't have them breathing down our necks; we have them there, but they really find us to be in good shape. They have been very satisfied with the way we have put things out; we always follow their suggestions; we don't buck them. There is no use in being an obstinate cuss and saying, "Well, we'll put the same label on; he'll never come back." We don't do that. I know you don't either or you wouldn't still be in business.

Q. MRS. KESSLER, DO YOU THINK THE CUSTOMER COMES IN FOR THE FESTIVAL OR FOR THE FREE GIFTS?

A. I feel undoubtedly it is the free gifts, but that wasn't the idea. The idea was to get new people into our store so they could see what we have; and the quality of the things we have, that was the main idea. I think it is just as cheap as advertising. In fact, we spent money on the people instead of on the paper. The paper gave us the advertising, and we didn't spend more than about \$200 on each festival. Next time we are going to keep a little better record of what we sell and how much money we put into it. The main thing was to get people from different areas who had never been in our store; we sure did a good job.

Q. DENNIS, IN REFERENCE TO YOUR BURMA SHAVE TYPE SIGNS ALONG THE ROAD, DO YOU HAVE ANY PROBLEM WITH THE STATE?

A. We have a couple of times, but so far through discussions and letting the sleeping dogs lie we've been okay.

Q. MR. GASTEIER, ON THOSE COMMERCIAL BILLBOARDS, DO YOU THINK YOU GET YOUR MONEY BACK ON THEM?

A. I really think they are very worthwhile. It depends on what you are in. In our case, we have to bring people one way or another because we are out of the way. Nobody is just going by. I stop at Mom Wilson's most every time I go to Columbus because their signs remind me and I know their product is good but in my case nobody is just going by. In our area we pay \$125 to \$140 a month for the billboards which is less than \$5.00 a day. It doesn't take too much in sales to help compensate for that. We only use them for three months out of the year.

Q. DO YOU THINK THEY ARE BETTER THAN RADIO ADVERTISING OR NEWSPAPERS?

A. I can't say any one particular form of advertising is better than the other because they all reach a different segment of the population. Radio is good where you have something you want to dispose right now.

Billboards are something that catches people as they go by. The tourist trade is what we are primarily after in our area. Newspaper is best for weekly sales or something that you would plan. Radio I don't consider planned advertising ordinarily. You can use it for that, but it is a method of getting information out fast to the public. We've used TV too; we will be using that this year. They will come out and take pictures of the operation, show us harvesting corn with the dew on it as the sun is coming up, etc.

Q. I'M REAL CURIOUS ABOUT HOW MANY APPLE DUMPLINGS YOU MADE, MRS. KESSLER.

A. We had about a thousand, but by noon on Sunday we were out. It was too late to make anymore apple dumplings; so we made an apple betty. That didn't take so long and it was coming out of the oven hot; people were saying, "Oh can I buy it?" One lady said, "You people must be awful rich to be able to give all this away."

Q. I WONDER IF JOHN HAS THAT ENGLISH WHITE PEACH?

A. No I haven't heard of them.

Q. PHIL, DO YOU IRRIGATE THE STRAWBERRIES?

A. Yes. We've had a small system. Two years ago we went all-out and put a pond in and a big irrigation system. I think we irrigated once last year; it rained every day. Basically that is not what we bought it for; we have irrigation because up there we usually have sufficient rainfall, but we need it for frost protection. We pump from a pond. We can irrigate up to 21 acres, presently 15 acres at one time, but we usually have sufficient rainfall in that area. We are within ten miles of Lake Erie.

Q. DO YOU COVER YOUR BERRIES IN STORAGE?

A. No. I should not answer that because I'm not familiar with what type of refrigeration that you have. I was told not to. It would depend upon your system. Whoever designed your system should answer that. I am not a refrigeration expert. I hired an engineer to design mine. I do basically what he tells me to do.

Q. YOURS HOLDS STRAWBERRIES FOR A WEEK?

A. Yes, for two weeks with no problem.

Q. DO YOU FUMIGATE THE BEDS OR PUT THEM IN PLASTIC?

A. No, we have not used fumigation; we are considering doing that this year. Basically it is because of the cost. This year we had a real weed problem because it rained every other day so the sprays could not function properly. The last several years we have had pretty good control with just our herbicides. We have used Tenoran but last year we had problems and couldn't get that; we probably will be

able to get some this fall. We're going to use some Devrinol this year. Of course there is Sinbar which we have not used. We were going to put it on this winter, but we haven't got to it yet because our berries aren't too dormant yet. You should not put that on unless your berry is totally dormant.

Q. HOW LONG DO YOU KEEP YOUR STRAWBERRY FIELDS?

A. The oldest field we have is about five years.

Q. HOW LONG DO YOU KEEP YOUR LAND OUT OF ROTATION?

A. I will not replant in berries for at least five years. We have no disease problem at all. We had a little bit show up in one variety last year. That came to us from the place that we bought the plants because it showed up immediately after planting. We are also now selling plants on a limited basis. I don't want anyone to get excited and write for a couple hundred thousand plants because we are not doing that; but we are inspected by the Department of Agriculture and authorized to sell plants.

Q. I'M CURIOUS. HAVE ANY OF YOU USED HELICOPTERS FOR FROST CONTROL? HOW DO YOU LIKE THAT? PRETTY WELL? THINK IT IS WORTH THE MONEY?

A. It all depends. One time it will work and the next time it won't. We found that you have to reserve them ahead of time because there are several growers in the area that want them. Once you reserve them, you have to pay the minimum. Once in awhile you wait until the last minute and then you can't get them. If you reserve them three days ahead, you still have to pay them even if it warms up.

TRACK III--YEAR-ROUND FARM MARKETS

Chairman: Paul Gerstner
County Extension Agent
Preble County

I'm Paul Gerstner here to chair Track III, the Year Round Farm Markets session. Our first speaker operates a 60 year old orchard business started by his father. He has been involved in it for the past 30 years. He says they have a good location between Flint and Detroit, Michigan. Roger is going to talk about developing cider as a Major Market Product.

DEVELOPING CIDER AS A MAJOR MARKET PRODUCT

Roger Porter
Porter's Orchard
Goodrich, Michigan

Thank you. It is a pleasure to be here, I think. I'm a little nervous because when I look over a sea of faces, I know I'm talking to roadside market operators. Put together, the knowledge that is in this room is incomprehensible. You can't even imagine all the information that you know, and yet here I am trying to tell you something. I hope you are not expecting me to entertain you. I know there are many in this room that are "more successful" than I am. I'm glad that I'm here; I hope that you are before I'm through.

We are a family business. My father set the first trees in 1920 so that is 60 years. When he told me this, I could hardly believe it was 60 years. When he asked how long I've been involved, and I said, 30, I had to really mentally recompute because really I'm not that old. I couldn't be. We are a farm market. I do agree with Don Hill's comments this morning regarding farm vs. roadside market name; I couldn't agree more. I think Don and I should start a campaign to rename this organization, The Farm Marketing Conference instead of the Roadside Marketing Conference because I am of the exact opinion of Don. We have something different to offer. I guess we wouldn't have been in business this long had we not used this approach. Now the title of this is Promoting Cider as a Major Market Product. I have debated whether I can really take claim that I sat down 30 years ago and decided "Okay, I'm going to take cider and that is going to be the thing; that is our thing." We kind of fell into it, probably out of necessity. Necessity is the mother of invention, I believe that. I found myself in a position shortly after I took over, very inexperienced, a lot of apples falling on the ground, and going out in early springtime and pruning trees and wading in apples that just never

got sold. Our background comes from that. When my father established the market, sales had never caught up with production. Fortunately, I can now report that we are trying to get production to catch up with the market. We are planting more trees and we are buying apples in quantity to keep in business.

We are open year round. We are not on a main highway. This is the corner of M 15, which is the state highway between Clarkston and Bay City, and Detroit, Michigan. We were asked a lot of times over the years by people in the community, "Why don't you put a market down on the highway?" All I can say to that is, "Thank the Lord, I never did that." It took a long time to get what we have, but we are very appreciative of our customers. They come; they treat us well. We try to treat them well. But they do have to make an effort to come so you do have to do something a little different or give them a little extra. I think that most everybody in this room would agree to that.

We began when we had this glut of apples; we had signs on Route M 15, 4' x 8' signs, "All the Cider You Can Drink Free." We got rid of quite a lot of cider. We had and we do have a product that is our pride and joy. We are told that we have the best cider in the state. I know better than that, but I don't tell them that. We do like to keep hearing that. If I fail to hear that once or twice a year, I think there is something wrong. We do things that result in a product like this. We are going to try to cover this as we go along. What I want to do is give you a quick overview of our operation, where we are now, where we started, and what we are doing with cider. Then I would really like to have some questions because I think you really get at what you want to know by asking questions. When my father died this is about the way the buildings looked. He was going to build an apartment upstairs; that is what the second story was for. He always wanted to live where he could overlook the orchard. He loved orchard work; he never got the apartment finished. I have a hired man living in the part of it that we finished. There is our market sign. We also use this as our logo on our bags. It is the only sign we have. By the way, the sign on the corner that pointed the way to our market is no longer there because that location has become a commercial real estate office and they didn't appreciate it. You know the sign laws; no you don't if you are from Michigan--but that is a subject that I could get going on for a long time. I thought I would just throw this picture in to keep us in the spirit of the season. We think that we have a beautiful place all year round and I guess that is the point of that picture. If you wonder why we have so many birch trees there, it is because I market about \$10,000 worth of white birch clumps in the spring. We grow them on a six acre muck area that grows birch trees like weeds. Here is a shot showing displays at pumpkin time. This is a picture that was taken earlier when we first finished remodeling, about three years ago. We call this the viewing area and we are trying to develop an area of communication between our customers and our farm so they can see what is going on and really feel that they are in a farm setting. We feel this cider viewing area and views of other operations are important as a matter of public relations.

This is another shot taken at a busier time and which shows the way the market looks this year. The doughnut shop is in operation. We started doughnuts reluctantly; I don't make statements anymore like, "I'll never do this or that," because I said so many times that I would never have doughnuts. People began to ask, "Where are your doughnuts?" This is a thing they were expecting. You've got to keep abreast or sink; sink or swim, and we thought we would do this.

This is a Jug your Own cider area; we have spouts there. People are filling jugs or having a drink of cider. By the way, we still offer free cider, but not all you can drink free. I'll say, "Please take one cup." We know that doesn't necessarily stick, and we don't care. We have a price on our cider that we are comfortable with. Offering everybody who wants it, a cup of cider is fine. It breaks the ice; we think it has increased our cider sales considerably; I won't say how much because I have no idea, but we chalk the cost up to advertising. We like to prove to people that we have a product that is second to none. I guess that is our main philosophy. But we sell a lot of cider; we don't have a counter on the cash register to keep cider sales separately. We like to keep things as simple as possible. It is harder and harder to do that, but we just have simple cash registers, and that is really all I'm interested in. Out of about 60,000 to 70,000 gallons of cider we make in one year, we probably sell over 10,000 gallons Jug your Own from sampling. It is just reasoning, we have no proof of that but we know that we bought 60,000 gallon jugs this year and used them.

This is our rack and cloth cider press. It is all I've ever used. I'm not going to stand up here and say that it is the best thing in the world, but for us it works. It is a 36-inch press and we like it. We do nothing to our cider except refrigerate it. The elevated tank is in the back. We feed these Jug your Own spouts by gravity. I also have a transfer pump on it for jugging. This view is of the room only used for cider. We try to keep it neat. This time of year people come and see only the room because we only make cider once a week now.

All our cider is immediately refrigerated; that is our way of preserving it. With us cider is a highly perishable product. I don't attempt to make cider two or three weeks ahead, just so I won't have to be bothered making cider. We never sell any cider over seven days old. Preferably two or three days, but at this time of year we have some cider on Thursday that is six days old that we are still selling. I think freshness is one of the secrets of top quality product in the cider line.

For handling cider we hire youngsters. Usually they are young people who are usually with their families to pick fruit. We don't have migrant labor. We use all local help and some families have raised kids here. They use bulk bins as a play pen while they work. When the kids get a little older this is usually their first job. That is a homemade jug filling rig but with two good kids, we can jug 250 gallons an hour from the tank and into bulk boxes in the cooler. I bought these bulk box "cooler cases" out of a supermarket and put on the wood decor myself. Right next to our little storage door that feeds the salesroom, we have access to that

storage off the workroom. We can come out of that door and keep that case stocked on a busy Sunday. That will hold 60 gallons and 60 half gallons. It is an old freezer case converted into a cooler. We keep it at 32° F, sometimes it is 30° F and sometimes there is ice on the bottom of those jugs. I feel that is the only way to keep cider. Some Sundays that case empties in about four minutes so about all one kid does is keep that full of cider. I like it over on the other side of the room from the spouts, at least most of the time I like it there. It makes people walk around the place a little. If they just come in for a jug of cider, they have to at least go by some other produce..

I didn't use to wholesale any cider but we now sell some to two or three growers near us that have retail farm markets and didn't want to put in a cider press yet. I expect someday they will, one of them particularly because he orders a thousand or fifteen hundred gallons in a weekend. Our bins are the same size as bulk apple bins, but they aren't as high because we had them cut down; you can stack just two layers. We tried three layers in a bin; the bottom ones, with the cheap jugs they are making now, would crush. So we found that we could only go two layers high.

If you look closely you will see a little dingus in the opening there with the curve that says, "Hot Cider." Those little pink things you see by each spout say, "Please take one cup of cider." I was going to call your attention to the left where there are some displays. In that one picture you saw a bench. That was for the tour kids from the schools; that is where they stand. We had this designed with this in mind to make the tours as easy as possible so that they felt comfortable. They weren't in our way; they had a place to stand; we take 35 at a time. I won't take any more than that at once. We limit to so many groups a day. I do this because I love kids and it is a hobby of mine. I think I get more from my time in advertising and public relations than I could in other things that I could do. I hire some of the other things done. Thank you! Are there questions?

Q. ROGER, IS THAT THE CURRENT PRICE ON YOUR CIDER?

A. Our price now is \$2.40 a gallon, and \$1.25 a half gallon. I appreciate you pointing that out because that sign was about three years.

Q. WHAT ABOUT THE PRICE FOR JUGGING THEIR OWN.

A. There is a 14¢ differential. It is \$2.25 at the present time if they bring and fill their own jug.

Q. TELL US A LITTLE BIT ABOUT THAT HOMEMADE JUG FILLER YOU'VE GOT.

A. I didn't know how many people would be interested in this type of thing. We buy aluminum gas nozzles by the dozen from my local gasoline supplier. They last five or six weeks. They are all brass and aluminum. I know aluminum is not the best for cider, but for just running them through I've never had any problems. Then we use PVC pipe and make

our own nozzle. We just run this off a central little pump and when you shut them off it is fine. The slide showed four nozzles but we do not fill four at a time because we found out that it took longer to level them than it did to use a double spout which we use now. If you stop at the top and leave it just a few seconds, they will level themselves out, a little foam goes over the top; we don't mind paying for a little foam for speed. That is the way we do it.

Q. DO YOU USE PRESERVATIVES?

A. No we do not use preservatives; we use refrigeration, cleanliness, and just speed in just constantly making it fresh. We also don't filter cider. There are some cider mills in southeast Michigan that say they would just not handle cider unless it was filtered. Filtered cider is beautiful if you have a glass jug; you can look through it. You are filtering out some of the solids, and you are also filtering out some of the flavor. There are some advantages; you can keep it a little longer, but I'm not going to keep cider, I want to sell it. I want the people to come back and buy it again, and they do. You get a little sediment in cider if you keep it over a week. It bothers me when I look at it as something I am selling, but I try to listen to what the people are saying. I've never heard anybody complain about this sediment. All they do is tell me how good the cider is; that is what I want to hear. We make about 60,000 gallons now. We sell half gallons and gallons. The wholesale market takes a lot more half gallons than I could ever sell. But it depends on where you are and what you are going to do. When we buy a load of jugs, we buy six or eight thousand half gallons and the rest of the load is gallons.

Q. WHAT DO YOU GET FOR YOUR WHOLESALE CIDER?

A. This year we are getting \$1.75 a gallon, 90¢ a half, delivered.

Q. DO YOU TRY TO CONTROL THE PROPORTION OF VARIETIES USED IN THE CIDER?

A. I'm glad you mentioned that. Leave it to me to leave out the most important. But when you've done this so long, you don't even think about it. My son is now the cider maker for the most part, but I still try and supervise the mixing of the apples. I feel it is extremely important. I don't have any secret formula as you well know; you just have to have more than one, some sweet and some sour. I have some opinions about what is the best mixture, but I can't always make it out of that because I don't always have that available. We start making cider with Paula Reds now. We started a week earlier and it works out fine, if you use Ethyrel and some Macs and so forth. We get started about the 12th of September now. Before that we said you couldn't make good cider before the 20th. That is in our area in Michigan. There are some problems with Paula Red with a rack and cloth if you get them too ripe. Anybody who would like to talk to me later about these particular things, I would be glad to answer more questions. I love to talk about this.

Q. DO YOU HAVE ANY PROBLEMS WITH THE TYPE OF JUGS PEOPLE BRING TO FILL THEIR OWN, NOT BEING CLEAN ENOUGH AND THEN BEING UNSANITIZED AND WHAT THEY COULD END UP WITH? WE'VE HAD PEOPLE COME IN WITH OLD CLOROX BOTTLES. WE DON'T LET THEM FILL THEM; WE FILL THEM OURSELVES.

A. That can be a problem. I'm not ignoring that---"kerosene" somebody says. But this usually takes care of itself because as they fill a jug they will say, "Whew, what is that smell that is coming out of that jug?" Over the years I can't think of any time I have had any complaints; I really can't. We were told years and years ago, don't take that jug in your hand and fill it for them because you would then be liable. If they bring it, they can bring anything they want and fill it and you're not liable for it. I don't know whether that is true or not; I hope it is. Thank you. If you are ever up around Flint, Michigan, or Goodrich, Michigan, in particular, stop and see us; we would like to see you.

GERSTNER:

All four gentlemen on the program this afternoon have agreed to come back and sit as a panel at the completion of this, and answer any questions you might have.

The next man on the program is William Packer from Packers Orchard, Adena, Ohio. Bill tells me he doesn't have any slides; his wife left them at home. Now, she told me that he left them at home.

Bill is mainly in a retail operation and he is going to be talking on the Effects of Adding Citrus Fruits in an Apple House so let me introduce Bill Packer from Packers Orchards, Adena, Ohio.

EFFECTS OF ADDING CITRUS FRUITS IN AN APPLE HOUSE

William Packer
Packer's Orchard
Adena, Ohio

Last night you had my wife on the program. She told me what she did right, and today I can tell you what she did wrong. She did forget the slides. I have to depend on her to keep me straight all the time because I can't do it myself. Now for some history about our market. Most people don't know where Adena, Ohio is. Most people are familiar with Wheeling, West Virginia. We are about 15 miles west of Wheeling. We are in Ohio; we do not have a large population around us. I would say that within a twelve mile radius we are talking somewhere around 14,000 to 15,000 people. If you make that a 20 mile radius you are going to pick up Wheeling, which adds around 48,000 or 49,000 people. Then you run into the problem of people crossing the river and the bridge and everything else and with the bad weather you just don't have the people coming out like they do in the summertime. We do operate the year around, though, and we lean toward the people coming every other day or twice a week.

My grandfather started the orchard as a hobby back around 1920; he had another job at the time and decided orchard growing was the thing to do as a hobby. Then my father took it over as a full time occupation. I worked in the orchard for several years after graduating from high school, then decided to go to Ohio State and found out there wasn't anything good in Michigan, but I guess maybe there might be some good there now. I came back and was in partnership with my father then from 1969 until about 1975 at which time I took over ownership. At that time State Route 250 went out to a lake about 20 miles west of us, Tappan Lake with which some of you may be familiar. We did have a lot of weekend trade. Since then we have found that there are plans for changing Route 250 and rerouting it around us so we won't have the weekend trade.

Several years ago when the gas shortage was going on we decided to close on Sunday. Since then we have not opened again on Sunday; we have found that Monday, which used to be a dead day, is one of our biggest days. So as of now we still haven't opened on Sunday. I know I'm losing money by this but I enjoy the day off with my family.

When we found out they were going to change the State Route was when we started changing our whole line of sales. Up to that time we sold what we raised and if anybody else was raising it, it was up to them to sell it. We didn't go out and buy it and haul it in. We decided to start working more on the produce line; we planted more vegetables (we raise an awful lot of sweet corn), and tried to stay open year round. Once in awhile we still ran short of product, and the economy got a little tight, so we

closed for a month or two. Then in 1975 we had toyed with the idea of adding some citrus to our market.

When I took over the ownership and had complete say of what we did, we started selling citrus. At that time I bought it off the wholesale market. I would buy a few boxes and let it work in gradually to see how it went over. Within two years we were selling 40 to 50 boxes a week. Right now we are running close to 100 boxes of citrus a week, even in our poorly populated area, with the winter trade. Christmas time is still our biggest sales period and we have problems with quality at that time. There are a lot of places that you can get citrus. You can have a good product or a bad product and you set your price accordingly. But if you want that customer to come back a couple of times a week, sell him a good product. You can sell it for a little more money; don't try to compete with your local store. They can go down there and get the cheaper product if they want it. If they want something good, they come to you.

We always stand on the policy in our Apple House of selling an item after the customers taste it. If they come in and want an apple to eat, but don't know what kind to eat, give them a couple to taste. The same way with citrus; we keep a knife handy and if they don't know whether an orange is good or not we give them a taste of it; they have to live with it after they buy it. Some people say they are afraid they won't sell as many apples if they add citrus. People are going to the grocery store; they are going to buy citrus if they walk by and it looks nice. They are going to buy apples there because they don't think they can afford to stop two or three places. They are going to make one stop do it. We watched people come in and they would buy a peck of apples and a dozen oranges. Pretty soon they started buying two dozen oranges and a half peck or apples. There is not a pattern as to whether they will buy more oranges and fewer apples, or more apples and fewer oranges. But we are selling as many apples as we were at any other time beforehand and making money on the citrus, too. I buy my citrus from the wholesale market in Pittsburgh. I also have a local wholesale house which gets citrus directly from Florida and California in truck-load lots. I'm in constant touch with him as to which is the best price. He knows what quality fruit I want. If he doesn't have it, he doesn't supply me with citrus.

We have had a problem this year. Those of you who sell citrus may have had this problem or are facing it. High school bands and FFA groups that sell citrus at Christmastime are cutting into our profits. We've always sold citrus by the case if people wanted it, but we didn't really go at it hard. This year I set my case price so I made a little bit on it, but I knew I was going to be cheaper than them. It was amazing, the number of people who came in and told me that they won't buy from the groups next year. Next year will tell for itself; I don't know for sure yet. I look at them as I would another competing market operator right now. I've got to make a buck too so we are going after them. I know we can outsell a lot of them, especially the ones that get their citrus from Texas. Texas citrus is higher priced and it is good quality. I don't think you can beat a Texas grapefruit. Some of you may disagree with me, but I prefer them. If I sell grapefruit 4 for \$1 from Florida, I can sell Texas at 3 for \$1. People will come back and buy the Texas again.

Grapefruit and oranges are just like apples. You've got to know grades and trade names. Just because an orange says it is Sunkist from California, doesn't mean it is top grade. Every orange from California has a grade, and it is all in knowing what brand of Sunkist is the best grade. To this day I can tell you only a few of them. I can't rattle them off because you have to be in touch with the market all the time. In citrus sales you have to be more aware of grades and changing names than you do in any other type of fruit. Most people are familiar with Indian River Florida Citrus but there must be a hundred different growers and shippers from Indian River. A lot of them ship different grades of produce. My best word of advice is, look the product over. Look at the top of the case, turn it upside down, pull the case open again and look at the bottom of it. They can stick you easier with that than with anything else. Buying from the wholesale market as I do, if I go up there and look at the case of citrus and wonder what it tastes like, I taste it. If you are dealing on the markets all the time they don't even question you; as a matter of fact, they will often offer you one.

In conclusion, I don't think citrus really competes with or reduces your sale of apples. The big thing is to sell a good quality product and to know the grades. Don't jump into it whole hog because they do decay. You don't quite keep them at as cold a temperature as you do apples; you can get by with it for a short period, but sometimes they can get a little too cold. I'll open it up for questions now if any of you have them.

Q. DO YOU GO FOR THE LARGER SIZE CITRUS OR THE SMALLER CITRUS?

A. A lot of it depends on the time of year. In November once in awhile you have to sell a smaller citrus. In December sell the biggest and best you've got. Before Christmas don't hesitate on quality at all. If you can buy 80 or 100 size tangerines, don't fool with the 210 size to a case. They are flooding the market with the 210 size; you will see grocery stores advertise them for 49¢ for a dozen. I'm getting \$1.49, but customers will buy mine over theirs. Right now they are still buying the bigger size items; they don't want the small size I have even when cheap. Don't hesitate to have two grades. You have people who have a lots of money, and you have people who don't have money. Carry both grades (sizes) but not quantity of the smaller ones. You will find out which ones sell the best. I've got some tangerines right now for 59¢ a dozen; I've got some for \$1.89 a dozen. The big ones will outsell the little ones. Another thing I might add is: don't start on oranges too early in the year because some of those taste like grapefruit. It is better to tell the people that you can't get them than to sell an inferior product. If they say they can get them at a grocery store, tell them to go ahead and get them, but you don't want to handle them until you can get the quality you want. Don't lie to them; tell them the truth.

Q. DO YOU SELL THEM BY THE DOZEN OR BY THE CASE AND WHICH WAY DO YOU SELL MORE?

A. We sell most of them by the dozen or two dozen or whatever lot they want. We don't pre-package them. I had pictures; we just open up

and cut the boxes down so customers can pick what they want to out of the box. We don't pre-package anything because people will come in and only want maybe a half a dozen; they will pick through the whole box getting a half dozen. That doesn't bother us; they are paying for it. We put all prices of the cases right on the side, too. If they want a case, we will get it for them. We set a few cases around. This year Sunkist came out with a half case; they went over real well before Christmas; we sold out of them. They are normally an 88 size orange. Citrus is graded number per case. The half cases were 44's; they went right out. A case of oranges is sometimes too many; if people come in and want a half a case, we will get them a half a case. However they want them, we will get it for them.

Q. DO YOU HAVE A JUICE TREE OR HAVE YOU EVER CONSIDERED GETTING ONE?

A. I looked at them last year. I toyed with the idea, but I don't think we could handle the volume to justify one for our market. There may be a time when I would reconsider, but we do sell fresh orange juice from a dairy in the case; it is a hundred percent orange juice so we don't fool with any other as of now.

Q. HOW DO YOU FIGURE YOUR MARKUP?

A. That is a good question. I've been coming to the Ohio Roadside Marketing Conference since 1969 when at that time it was held in a small room in the Agricultural Administration building. So far, I have yet to have anyone tell me definitely the best way to figure a markup. You have to figure your total cost and then what you want in your pocket out of it. If you are selling in quantity you aren't going to figure as much as by the dozen. It varies as to what you are selling. For instance, right now tangerines are dirt cheap on the wholesale market. I'm making over a hundred percent markup on them right now because they are oversupplied on the market and they went cheap on the auction last week. Next week might not be the same thing, but my price does not fluctuate everytime I pay a different price for citrus. I try and hold the same price. I can't go up and down everytime I buy a different supply of stuff when I'm buying once or twice a week. I can't be changing my prices that often. You can look ahead at what your market is doing and maybe get 10 or 20¢ more a dozen than you normally would and figure it that way.

GERSTNER:

Our next speaker is one of six of his family involved in a farm-fruit and vegetable market in Wexford, Pennsylvania. The market was started in 1963 and Randy has been involved full time since his graduation from Penn State. His mother and dad "volunteered" for him to appear on the program for the family. Randy Soergel.

AN EXPANDING FARM FAMILY MARKET OPERATION

Randy Soergel
Soergel Orchards
Wexford, Pennsylvania

I think the best way to tell my story is to start the slides right away as I explain about our family market operation. The farm started in 1845 when our relatives came over from Germany. We were settled in the rolling hills of western Pennsylvania about 20 miles north of Pittsburgh. We operate approximately 200 acres; however, the original farm was approximately 40 acres. We operate 40 acres of orchard, not all on this home farm. The family consists of my Mum, my Dad, an older sister, my older brother and a twin brother of mine. We each take a special interest in certain parts of the business. Even though the farm started in 1845, my parents bought the farm from my relatives in 1960. We decided at that time that wholesale was no good and that we must start to retail.

This little shack was our first farm market in 1963. We could put about three people in it, and oddly enough this is the only farm market that we've had, to this time that we've had an attempted robbery at. At that time we packed all the fruit in the rear of the market. In July, 1966, we decided we had to do something else. That market was too small; we had to build a new one. We called the police on the Fourth of July and said, "We are moving the new fruit market up the road." They said, "No you're not." We did it anyhow. This is the market as it stood. Our first refrigeration was behind the market, which was a big step and added to the quality of our produce. We handled everything at that time in wooden bushel baskets, and I have to admit that even though it is not economical, that ring-pack bushel does look nice. There was only one problem with that particular market. The bushels of apples sat on the ground right there in front, and we averaged losing three bushels a year to people running over them. The odd thing was that people didn't realize that they had run over them, because you could hear the bushel basket under the wheel well of the car all the way down the road after they did it.

In 1973, 30 acres of farm land, including part of an orchard, was taken by Interstate 79. Right at the moment we have one acre on the far side of the interstate. We realized at that time that our business was growing and that we would once again have to expand our fruit market. We were lucky to be at an interchange; however, it is at times unfortunate, when, at 2:00 in the morning, someone is knocking at your door because they are broken down on the interstate. This is our present market. It is an Umbaugh Pole Building, insulated and measuring 48 x 80 feet. We tried to make it attractive by putting a railing with flower boxes around it. The purpose of the railing is mainly to keep people from driving on

the porch like they did at the last one. We've had three people drive through the fence already. We put a brick walkway in trying to add to the appearance of the building.

The person on my right is my Mum; she handles all the book work. I laughed last night when the women were talking about what they did with the children during the day. My Mum used to fence us in. They put a fence around the porch of the house and fenced us in when we were little. But my twin brother and I always figured a way to get out. In the rear where it says, "Packing Area," from the word Area to your right is now all sales area. This cuts down on our packing area considerably but we have still managed to get more sales area. We are expecting to build out to the rear of the building for future growth within the next year. One thing I would like to emphasize to people who are thinking about expanding, this slide was made after the building was built. One of our biggest problems is the flow of people inside the building. We did not sit down and draw a picture of the building beforehand. Now we get a bottleneck around the cash registers. So if you are planning a new building, sit down and figure out how the people are going to flow. The cash registers are right to the left of the doors on the porch. In the summertime we put two registers on the front porch. Right above the H in the word porch we have a person watching for people trying to duck out the side door, which they will do. We feel pilferage is one of our top priorities. The next slides are of the inside of the market. There you can see the register. The only thing bad about that register table is that it is the only table that is not movable. All the other tables that you will see throughout this next series of slides we made ourselves and they are movable. They have adjustable tops and shelves. The sides of the building are all one inch white pine; the chandeliers, which I made myself, are made from the same white pine. We did all the work ourselves. On the chandelier there is a little ball hanging down from the center that is a piece of apple wood I turned on a lathe.

We handle a good many wicker baskets and we sell fruit baskets around Christmastime. These jelly shelves are ones we made, too. All the shelves are adjustable; they are held in there with dowel pins; all you have to do to move a shelf is take the jelly off, pull two dowel pins, and adjust the shelf anywhere you want to. One thing we tried to consider when making the tables was how we could move them the fastest and the easiest. In the summertime we handle vegetables. Most of the radishes and lettuce we have come from Ohio. If you look, you can see some red baskets which we used to use as shopping baskets. We now use 16-quart chip baskets as our shopping baskets. They work out pretty well. Another reason I wanted to show you this slide was that while you are taking pictures, you always find the eyesores. Until taking the picture, I had never noticed how bad these buckets at the bottom for drainage of the cases looked. Now we have a hose that runs back to the drainage system in the floor and no buckets. The girls color co-ordinate the vegetable displays to make them attractive. We let our customers pick out all their own corn. We give 13 ears to a dozen. In the last two years we have started getting into more white corn. We have been fortunate in being able to sell yellow corn like we do; however, now people don't want yellow corn too much; they want white corn.

We used to grade the corn ourselves. Now they do it all for us. We don't have to do it at all and we throw out very little. Doing it this way prevents people from saying, "We got bad corn." We allow them to peek at it; and if they get bad corn we didn't give it to them. First of all we don't raise bad corn. My brother takes care of most of the spraying and does a pretty good job. This slide shows our cider. Incidentally, we do add a preservative to it to keep it. You can see the tables in the back. The shelf above the table is removable. We can replace the flat part (top) of the table with a metal bin to put corn and vegetables in. They are interchangeable. We use a wooden basket with a plastic liner for our apple displays. This particular slide shows you how we take the vegetables and produce from the packing area to the sales area. Those are old library carts, and they work out great as long as you don't hit anybody on the way out. Candy apples are a big seller; we usually start at the end of August. My mum does most of the making of the candy apples. We bake Chef Pierre Brand pies. Blueberry retails at \$3.79. We are now a distributor, which means we have to buy 350 cases at a time. We buy 350 cases, during the busy season, once every two weeks. The pie is frozen, we brush water on the top of it to make it brown easily. We are open Thanksgiving morning until noon. On Thanksgiving morning we bake 375 pies; those are all ordered by telephone since people can't get pies on Thanksgiving. Once we have that day filled, we take orders for Wednesday before Thanksgiving, then when that has 350 pies we bake orders for 300 on Tuesday before. That is not a lot of pies compared to some of the other growers in Pennsylvania or other roadside markets, but it keeps us busy all night. We only have two ovens; one faces out into the sales area. My grandmother does most of the pie baking. We tried to make the area look like an open hearth type situation. The other oven faces toward the kitchen. It takes approximately an hour and 15 minutes to bake an apple pie.

Next I would like to talk about the employees that we have. I feel that we have the best employees in the state. In our busy time of the year we employ approximately 35 people. When we hire them we ask if they would come to an employee meeting once every two weeks on their own time. We have had no problems with them being willing to come; we like to have a good time. At these meetings, we sit down and go over the problems that the market has had. An idea that I got from another market in Pennsylvania is: What if a lady comes in and drops a watermelon at your feet. You can't call me, you can't call the manager; you have to make the decision yourself. By going over situations they get the feeling of how to make decisions when they have to. They are also instructed on the telephone to be very courteous; they must answer the telephone, "Hello, Soergel Orchards. This is Marcy speaking, may I help you?" By giving her name, if customers have any problems or any questions about the order, they know who they spoke with. The reason that this slide is in is that the aprons that the girls were wearing had a neck to them. This is a small thing, but it bothered them tremendously. It went around the neck and, especially in peach season, was itchy around the neck. It also has a large pocket in the front to put pads and pencils in. The other aprons didn't; these are things you don't consider until after you have made the mistake and have to make all new aprons again. These are some of the housewives who do the business after September, after school starts. But

they are very good; we haven't had any problems with help which is an unusual situation for most markets. I think it is very important to tell your employees when they do well, to tell them the displays look nice. We start them young. That is my niece and she is the best fork lift driver we've got.

The fall season brings corn stalks and pumpkins. As for corn stalks, we plant a field of corn above the market and let customers cut all the corn stalks they want for free. It is amazing how many people cut them. There is not a corn stalk left at the end of the season. We do require that they bring their own clippers. After losing three sets of clippers we figured that was necessary. We do not let them pull stalks out of the ground; they must cut them. If they pull them they drag the dirt down over the bank and break the ends off everywhere.

All our pumpkins are weighed and priced before they are displayed. We mark them with a magic marker on the bottom. This last year we charged 12¢ a pound. We grow about ten acres of pumpkins, and we sold them all this year. One thing that we do is put a rope around them so that people can only enter and leave by only one way. We had too much trouble with theft; we caught a couple of people loading their trunk and not paying so now there is a rope that goes around to keep them in one general area. I feel we could do a little better job of displaying the pumpkins; Paul Linvill is a grower near Philadelphia who does a good job. This year I just didn't feel I had the time, which was no excuse.

At this time of the year we have tours also. The pictures on the wall are from the children, kind of "thank you's" sent back to us. I handle two tours a day starting the last week in September. We used to take the children on a tractor ride. Most of the children who come are in kindergarten, and by the time you take them on a tractor ride and through the apple packing area and everything, they are ready to leave. I guess I'm not that good at keeping their interest. The biggest attraction is letting them stick their finger in the wool of the sheep we have. It was interesting when we gave them tractor rides, we took them up and one place they had to cross through a big mud puddle, then we had a pig at one time and we drove past the pig. Then we spent most of the time showing them the apple trees, and the apples in refrigerated storage. We showed and told them all about apples, how they are washed, stored and everything. Then, when they went back to the class we asked the teacher to let us know what they remembered most. They remembered the pig and the mud hole.

I should explain a little bit about what my other brothers do. One brother is in charge of production, the orchard and sweet corn and all the vegetables. My brother-in-law is in charge of cider. This is different than what everyone else was showing; we do not have our own cider press. We put the apples in bushel baskets and take them up to the Amish in Pennsylvania, about an hour and a half away and they press the cider for us. We put it in wooden kegs, then bring it back and put it in a stainless steel refrigerated tank. We add preservative to all our cider; it is kind of a hard way to do it, but right now we don't have a better means. The Amish do an excellent job of pressing the cider for us. We get a little more than four gallons per bushel. They press it pretty hard for us.

In the fall acorn squash is a big item, too. Sometimes I think we can make more money on acorn squash than we can on apples. We get the entire family out in the fields picking up everything that needs to be picked up before the frost. We pick our pumpkins in bulk bins, load them on our tractor trailer, and take them to the market. This particular farm happens to be about a half hour away from our sales area. This is our bean picker. We thought this was the only way we could possibly handle green beans. It picks a bushel every 45 seconds, but they need to be sorted. Last year we were selling them ungraded and unsorted; we got \$8 a bushel for unsorted beans.

This is a picture of our storage. The reason I said that other girl on the fork lift was our best driver is some hit the door occasionally. You can't tell it from the outside, but you can sure tell it from the inside. The boom has to be down.

We haul approximately two semi loads of peaches a week throughout the summer. They come from Peters Orchards in mid-Pennsylvania. We got out of the peach business in 1963; couldn't get enough crops. This is the road sign we use. It is just two 2 x 4's for the posts with a space between it. The signs slide in, slide out. I labeled the next things attractions; that is me. We have this apple which came from Michigan. It weighs all of 75 pounds, and we get a lot of comments on it. It was neat because it came on a truck with a 30 foot pig that was going to Amsterdam. We have an old Fordson tractor out in the front of the market; that is a big attraction to both old and young. It is a shame because the tractor ran when we put it in there, but with kids filling the tank with stones and everything else, it no longer runs. This is our gift area; it has expanded a lot from this time. My cousins are the ones who operate the gift area. I think I would even pull my hair out more if I had to worry about all the little things in that shop that had to be ordered.

We get involved with the county. Some county officials came out and brought people from Pittsburgh who knew nothing of farms or farm life to learn about the farm. We all get involved in parades. That is Mac and Mabel, the horses. Another thing we didn't do this year because we didn't have enough pumpkins is to offer all you can carry for a dollar. It is interesting if you've never done it before. The last time we did it, some lady came up to me and said, "I want to do this." I said, "Okay, give me your dollar." She gave me her dollar and picked up two pumpkins. I said, "Is that all you are going to take?" She said, "Yes." So I said, "Okay." She left and I left. I went back five minutes later and there she was at the pumpkin pile carrying more pumpkins. I said, "I thought that was all you were going to take." She thought it was all you wanted for a dollar. The record for as many pumpkins as you could carry was 17. They were small pumpkins, but the person was very clever by putting one in each belt loop! I was just sorry that we didn't have enough pumpkins to do it again this year.

We also sell hand dipped ice cream cones. Cones only; we don't pack it at all. The potbelly stove is another attraction. In the wintertime it is not unusual to see everyone sitting around the potbellied stove eating an ice cream cone. The stove is one of our main sources of heat. We

do have oil heat in the building, but this works well because it keeps the chill off the one end of the building and allows the fruit to stay cool. We sit around and talk about what we are going to do in the future. At the present time we are building a greenhouse. The guy at the road side is going to be in charge of our greenhouse and possibly our nursery stock. That is our next step along with expanding this building to give us more sales room. Thank you. Are there any question?

Q. ON YOUR TOURS, DO YOU CHARGE?

A. No, we don't charge. I only schedule two tours, one at 10:30 and one at 1:00. I no longer give the tractor rides, but the sheep and the other animals more than compensate for it. We take them through the packing area and the refrigeration. At the end we give them two different varieties of apples, a tart one and a sweet one, and let them taste the difference. Then we give them a glass of cider, a bag of apples with two apples in it, a piece of candy, a coloring page with Johnny Appleseed on it, and a book of recipes to give to their parents. That is our main goal right there, that book of recipes.

Q. WHAT DID YOU TELL YOUR HELP TO DO ABOUT THE BROKEN WATERMELON?

A. Our policy is, if a customer has a complaint; if the watermelon was bad and I could not tell it from the outside, just as she couldn't, I'd adjust it. I do not give such people a problem if they bring something back if I feel that I could be at fault in some way. If someone brings peaches back that I know rolled across the back, were put in the trunk, baked at 350 degrees, and I know that I don't have any peaches like that and couldn't even find any peaches like that, then we explain that to them and try to make the best amends we possibly can. In most cases where I feel that there is some way I could possibly be at fault, I give them their money back or settle however they want. My main reason for that is that at K-Mart, or Murphy's mart, you can take it back. That is why I go there. Maybe that is why people come to our place, because they know if they are not satisfied with our quality they can bring the product back. As I said, if I can do something to help rectify the situation, then I will.

Q. HOW DO YOU KEEP THE ROUGH WOODWORK AND EVERYTHING ELSE CLEAN?

A. Do a lot of dusting. That is one of the biggest problems that we have. The floor is cement and that brings up a lot of dust. We really don't notice it on the walls, but we do on the tables. Underneath the benches you can too. We have the girls dust every morning or so, all those jellies on the jelly shelf have to come off every other day or so. We put a floor covering on the floor.

Q. DO YOU FIND THE CORN STALKS AND THE PUMPKINS INVITE VANDALISM, ETC?

A. The market and parking area are well lit. We are fortunate that the police co-operate with us. Very often you will find them sitting behind our fruit market. Once last fall kids put pumpkins all over

the road, however. Kids still get them. We don't have many problems, probably because we keep a large light on the pumpkins.

Q. DO THE DOGS DO ANYTHING AS FAR AS VANDALISM? DO THEY PROTECT YOU AT ALL?

A. In actuality no, but in people's mind if there is a dog there, yes. They do bark but I'm afraid they might get in the car and go with the people, if they asked them. The dogs are around constantly at the house. They are house dogs; the house is maybe only a hundred or two hundred feet away. We allow the dogs in the back of the market. In the wintertime one dog is allowed out by the fireplace to sleep because the customers can talk to her and she won't even look at them. The customers like the dog beside the fireplace very much. A lot of people come to see the dogs. Those dogs, the boxers, know where the line is. They are not allowed out front. They will sit up on the bank, and people can talk to them, but they won't move; they are good dogs.

Q. ARE YOU THE ONE RESPONSIBLE FOR HIRING?

A. I have a good say in who is hired.

Q. ARE YOU MARRIED?

A. No, I am not married.

GERSTNER:

Thank you Randy. Our next speaker is Earl Tywater from Earls Market, Franklin, Tennessee. He has been in business 23 years and has a very interesting story to tell on getting publicity or "What the Big Pumpkin Does For Me". Earl.

WHAT THE "BIG" PUMPKIN DOES FOR ME

Earl Tywater
Earl's Market
Franklin, Tennessee

Thank you Paul. Everybody smile real big. That is the first thing for a roadside market operator; if you can smile big, you can get along. I'll give you a little bit of background about myself. I have been in the same market for 23 years. I've got my wife here at the convention for the first time in the last ten years. She runs the house, I run the business and we both do pretty good at that. I have been in the market since I was about twelve years old; I tried to quit and get out of it, but ended up with a wife, one kid, a whole lot of debt and interest, a used truck and a few things. I said, "Well this won't get it." Today I thank God that I don't owe anybody anything; I own my own business; I own my own home; I'm drawing a little bit of that high-priced interest instead of having to pay it out. My market is fun and when it quits being fun, I'll get out of the business. I don't have any problems with customers; I love them. The hard ones are the ones I like best of all because when I overcome them I feel like I've done something.

We'll go back a little bit to 1973 when I picked up the program and it listed Mr. Walter Siefert, Professor of Journalism at Ohio State. I thought, "This guy has got to be crazy, what can he tell a peddler about running a roadside market?" He came on and what he got through to me was all the free advertising that the small businessman can get by making news. I started working on this and this year I've had three front page stories. I've tried to hog it with three stories and I don't make any bones about it. You can't buy that kind of advertising and it didn't cost me anything.

I'm going to show you a few slides leading up to what the Big Pumpkin did for me. These first few slides have been randomly selected, then I'll show some of the Big Pumpkin. These are the twelve pieces of plywood that were put together for my first market 22 years ago. We handle plants, and I'm putting up a greenhouse when I get home that will be 25 foot wide and 148 feet long. I don't want to be classified as a farmer, that is too much hard work. In fact I'm tired just from listening to all these folks talking about all this hard work. This was a front page coverage in the zone paper that went out to 125,000 people. I'll go out and get a story like that every time I can.

This is inside the market; we have things simple down our way. These are fruit baskets that I sell. Down here I sell them open face; I tell people the fruit is too pretty to be covered up with a piece of paper, but the real thing is that I'm just too lazy to do it. Also, if I sell this way, I'll save money. If there is anyone who wants to know about citrus, one of the best sources of information you can find is to talk to Gray,

at Grays Orange Barn downstairs because there are differences in the grading. The way he grades his and the way they grade in Florida is different. I use his citrus all the time.

We've got country hams and fruit and everything; we happen to have real good weather and we can display outside even at Christmastime. We bag up country candy to make it look country for both the country people and the city folks. My sales area is approximately 30 x 40 feet. Here is a truck load of fruit baskets that was going out to one of the plants; the truck held 260 half-a-bushel baskets to the tune of \$21.20 a basket. Notice that they were not wrapped. I told them it was bad for the environment to have all that paper scattered in the parking lot.

Now, back to the big pumpkin. Everybody asks where the big pumpkin comes from. We tell them up the river. We tell nobody where it comes from because it eventually comes out. I've got four different growers that grow for me. This guy never lets anybody in his patch. He said I couldn't get into it, but this year I talked him into it and a professional photographer and I went to the field as you will see that in the next few scenes. There we are in the garden of Eden and the pumpkins are looking better all the time. This fellow doesn't even let his own father in the field; we were the first ones to break the ice with him. That is the big one; it weighed 319 pounds; I sold it and a mate to go with it for \$100 each. That is another big one; it weighed 309 pounds. You were asking how we load them; that is how we load them. That is where we are weighing it. That is a 309 pound one there, and the black one weighs 313. I don't normally sell the biggest one. I sell the seed out of the biggest one, as you will see. Some people give their corn stalks away, but I sell mine. That is a pumpkin going out; it was sold for \$50 going to a trailer camp down in Alabama. We are loading it there. I had 120 pumpkins that weighed from 100 to 319 pounds; I sold 114 of them and saved the other 6 for display. We sell the seeds and mail them out to the people at 50¢ a seed. We put this old rail fence in the fall and sometimes leave it until Christmas. Most of those little pumpkins on the table are pie pumpkins. Kindergarten classes get one of those and apples for 50¢ and the place inside and out. The Indian corn we sell 3 ears for a dollar. That is an old kitchen where I used to sell flowers. We use about 10 trailer loads of plants a year. The little brown pumpkins were from pumpkin seed we brought back from Australia. They said we wouldn't get out of there with them; but I got home with them and grew some of their pumpkins.

I was going to bring the big black pumpkin to the convention, but it finally rotted a little before Christmas. That is my son-in-law, one of my choice helpers. Those little pumpkins in the corner are also from seed we brought back from Australia. There are two different baskets down there, the off-color ones. There are some old wooden spools for wire from the electric company we decorated and used one year. This year we used 65 ton of pumpkins. When I started with free advertising we were using 4 or 5,000 pounds a year. That is how I really sell Indian corn. It brings \$11.88 a dozen when you put a little ribbon on it and hang it up. That is my wife's doing right there--the pumpkin people.

They made the Associated Press all over the United States a few years back, along with the little witch you see sitting in the basket there. That is a lot of work, changing those heads every few days. My daughter was 13 years old there; that was the year that Elvis died so that is a picture she drew of Elvis, and some of the other carving and painting she does. That is Mr. Elvis; I sold it for \$15. That is the bank's logo, the Williamson County Bank with a B made out of a pumpkin with old air conditioner screens on top and pipe stems on the bottom. They've loaned me money over the years. That is how we sell the seed out of the big pumpkin, 50¢ each. I have stamped envelopes; people sign their own envelope and pay me in the front. Then later on I cut the pumpkin and mail the seed to them at 50¢ a seed. Thank you very much. Any questions?

Q. YOU SHOWED A PAPER WITH A FRONT PAGE SPREAD. WHAT WAS THE PAPER?

A. The Nashville Tennessean in Nashville, Tennessee.

Q. WHAT WAS THAT RIBBON THAT YOU TIED THAT INDIAN CORN WITH?

A. It is an all purpose outdoor ribbon; I bought it at a florist supply house. It is weather resistant.

Q. WAS IT TIED IN BUNCHES OF THREE?

A. The ribbon has a piece of florist's wire in it to fasten the ribbon around bunches of three ears of corn.

Q. WHAT IS YOUR MARKUP ON THOSE PUMPKINS AND HOW MUCH DO YOU PAY THE POOR FARMER FOR THOSE THINGS?

A. We treat the farmer all right because there are not too many people growing pumpkins that weigh over 300 pounds. So we treat him like he wants to be treated. I sell all my pumpkins by the pound, 12¢ a pound this year. We had delivery cost of 4¢ a pound this year. I sell everything in my place by the pound. Folks talk about dozens but I don't try to keep them that way. All my citrus goes by the pound. Lemons are practically the only thing in the whole place that I don't sell by the pound. I weigh everything to make it simple for everybody. I'm simple myself; I want to do it the easiest way I can. In fact, I charged one price, 20¢ a pound straight the board for citrus this year.

Q. WHAT KIND OF POPULATION DO YOU HAVE?

A. We are in the fastest growing county in the state. There are only about 15,000 in Franklin, but about 60,000 for the county. Within a 25-30 mile radius there are a million and a half people.

Q. DO YOU GROW APPLES?

A. I raise apples off the truck when they get there, but I grow nothing except a quarter million sweet potato plants. There are not many orchards in Tennessee at all, so we get very few Tennessee apples.

There are a few over in west Tennessee, some in east Tennessee, but not too many close by.

Q. THERE USED TO BE A GREAT APPLE-GROWING AREA AROUND FRANKLIN AND COLUMBIA.

A. All those old orchards are gone; not any of them are left.

Q. HOW DO YOU GET THE PUMPKINS PILED UP?

A. We just keep pitching them up there; I will give you a little secret to it: buy big pumpkins; they make bigger piles, but they also make bigger holes when they come down. Buy big pumpkins for big show; they will sell.

Q. HOW DO YOU HOLD THOSE PUMPKINS UP THAT HIGH?

A. There was a cross down at the ground, around them. They were 8 to 10 foot high on the pyramid against the wall beside them.

Q. HOW MANY SEEDS DID YOU GET OUT OF THAT PUMPKIN TO SELL?

A. We never tell our trade secrets, but they vary from year to year. We got good money for it. The secret is selling the pumpkin seed while it is in the pumpkin. I already have the money spent when the pumpkin seeds go out.

Q. EARL, DO YOU PAY THE POSTAGE ON THAT ENVELOPE?

A. Yes, we have a stamped envelope. But we let them do the addressing since we are lazy. We let the customer do all the work he can.

Q. WITH A BIG PILE OF PUMPKINS LIKE THAT I ALWAYS HAVE TROUBLE WITH KIDS GETTING UP INTO THEM.

A. I have my own philosophy about things. I just politely tell them to stay off of them, or that one will cost them \$25. I have a bad habit of running my market like I want to because we do all the business we want to do. If you are going to be in business for yourself and you can't run it like you want to, you need to go to work. In other words, if anybody is in business today and the money part is not a bonus, don't go into it; go out and get a job instead. The money I get out of my business is a bonus. Of course, I have to have it to live on. The fun of doing business is with the people. As I said earlier, the harder they are to sell the better I like them.

Q. HAVE YOU EVER TAKEN IN MORE MONEY THAN YOU HAD SEEDS TO SELL?

A. No, I've never had that happen; we always keep enough surplus. I had six big pumpkins in reserve this year, just in case.

GERSTNER:

If there are some other questions for these fellows, we will take them. Earl talked a little bit about some free publicity. I think what he said is true. I talked to Earl about the Pork Festival that we have in Preble County. Probably the thing that got the Pork Festival off on the right foot was that we ran into a guy by the name of Billy DeWolf, an English actor that used to be on Doris Day's Show, who happened to get a speeding ticket on Interstate 70 coming through Preble county after our first Pork Festival. He went on the Johnny Carson Show and raised H--- about that speeding ticket. We invited DeWolf to the second Pork Festival. Well, when he left there he went on the Mike Douglas Show and told about it. When he left the Mike Douglas Show he went back to California and told about it on the Johnny Carson Show. If Billy were still alive he would still be coming because he enjoyed it. There are lots of possibilities; you've got all those Hee Haw people down there you can capitalize on for free publicity. There is free publicity out there that sometimes takes an angle to get.

Any questions for Randy, Bill, Roger or Earl?

Q. RANDY, WHERE DID YOU GET THAT BIG APPLES, AND HOW MUCH DID IT COST YOU?

A. It cost in the neighborhood of \$800, and it came from Wisconsin. I'll let you know the company.

Q. HOW DO YOU GET THE ICE UNDERNEATH THE VEGETABLES, AND HOW LONG AND WHEN DO YOU HAVE YOUR EMPLOYEE MEETINGS?

A. First of all with the ice underneath the vegetables. We put the ice under every morning; we put a piece of plastic over the top of the ice so that vegetables like lettuce and green onions won't sit on it and rot. That piece of plastic or vinyl is important; we don't have any refrigeration, and we feel that that kind of adds a special atmosphere in addition to keeping the vegetables fresh.

The only month we are closed is June; we don't handle strawberries or anything so we close the month of June to get everything ready for the next season. We hold an employees meeting a week before we are ready to open on July 1. At that time we get the employees and everybody together and ask them what night they would like to have the regular meeting. This past year it was Wednesday evening. We close at 8:00 p.m., and the meeting starts at 8:15. If they don't happen to be on the shift that goes until 8:15, then they come. The meetings normally last an hour and a half. After the hour and a half a lot of times we go for pizza. Or we go swimming in our swimming pool. Or we try to make some kind of activity afterwards so that it becomes an evening that they are going to do something and have a good time, instead of an evening of work. So far it has worked out great for us and we haven't had any complaints about pay or about it being on their own time.

GERSTNER:

Did I miss it, Randy, is your mother in attendance when this is going on?

RANDY:

My mother is not in attendance when this is going on. But there is a reason for that other than what you are thinking. I feel that I, being fairly close to the employee's age, allow them to open up and say what they really feel, without my mum there. It is nothing personal or anything and I hope she still feeds me, but I think they are a little more open and we can joke around and be more relaxed, really get out how they feel about things without her. So my mum is normally not in attendance, although she does attend occasionally.

Q. YOU MENTIONED NO PLANS, NO DRAWINGS ON YOUR POLE BUILDING. IN OHIO IT HAS TO GO THROUGH REVIEW BY THE INDUSTRIAL COMMISSION.

A. I'm just glad I'm not living in Ohio because we didn't have these reviews. It was constructed by Umbaugh Pole Building. If there were reviews I didn't know of them. As far as that goes, we had to go through the county about septic systems and all of that type of stuff. But we didn't have to go through any detailed planings because it was just a pole building. We built the pole building too small to begin with. But we didn't go through three sets of plans as far as I know.

Q. RANDY, YOUR LIVESTOCK, HOW MUCH CARE DOES YOUR LIVESTOCK, SHEEP, CATTLE AND STUFF LIKE THAT, REQUIRE? ARE THESE JUST FOR THE SEASON ANIMALS OR WHAT?

A. What you saw was our total crop of animals. We only have the two sheep. It is strictly for the purpose that I mentioned about giving people the image of the sheep. My brother Reed is the one who takes care of all the animals. We butcher the cows and replace them from time to time. We keep rotating them like that. There is no special care as far as that goes. We keep them in one of the buildings; they don't take much time.

Q. WHAT HAPPENS WHEN THE PUMPKINS START SPOILING AT THE BOTTOM OF THE PILE?

A. It happens occasionally; we try to do a good job of buying, but it does happen occasionally. There is not a whole lot you can do about it, except to turn the water hose on and try to wash part of it out.

Q. EARL, DO YOU FEEL SORRY FOR EVERYBODY IN THE WORLD THAT NEVER GOT TO BE A FRUIT PEDDLER?

A. Every man ought to be in business at least one time, some kind of business.

GERSTNER:

I thank you gentlemen. Let's give all four of these gentlemen a round of applause for participating. I hope you are all going to attend the banquet tonight and listen to Coach Hayes, since most of us in Ohio feel that he has had a bad press. Listen to what the man has got to say. He is a man who has a lot of philosophy, a lot of psychology; a tremendous individual who has taken a lot of bumps. You just heard Earl say that everybody ought to be in his business. Well, everybody should have been in Woody's shoes the past six or seven years. Woody has done a tremendous job toward making better citizens of a lot of people in the state of Ohio.

ARRANGING FOR PRODUCE SUPPLY "FILL-INS"

Reed Varian
Canton, Ohio

It may be of interest how other industries operate. I went into the lumber business after several years working with farm market operators. I probably have 15 salesmen a week in the lumber yard. That's enough to drive you bonkers. But for me, at this point in time, I need them. They are teaching me the business.

In your particular industry the particular sources are probably specialized and brand name items to a greater degree than maybe in many other industries. In the lumber business I can buy lumber from ten different places, I can buy paneling from eight, I can buy hardware from seven. Just a whole myriad of places I can buy a product, now these are all comparable products, kiln dried number one 2 x 4, one-quarter inch paneling--it's all uniform. I can pick and choose and play one salesman against another.

It's incredible the number of sources. I don't know how they all stay in business. There are so many of them. At some point in time I am going to have to do what one of you said he is doing and say, don't call on me except on certain times and certain days. I need to get some other work done. At some point in time I expect I'll cut it to maybe five people calling on me for lumber, and maybe four for paneling, etc. But I'm never going to narrow it down to two or three. Somehow I've got to continue to keep these guys coming, some way. Either by just being nice to them or giving them 10 minutes or something. Because otherwise I will have completely eliminated any advantage I have in this particular industry in terms of being able to buy.

Now obviously you have to shrink that down in your case. If you are talking about a particular chemical that you like or a particular brand name or something. You might want to have two sources for bags that you really like or you know what I'm saying, fasteners or whatever.

But the principal is the same. You have got to have sources of information and choices, ways of picking and choosing, etc. Okay.

There is probably nothing we can do...in the produce business to keep our four sources going. Let's say four sources for any item. I would say five years ago we had six sources and then we had five sources and now we have four sources. And two years from now we're going to have three sources. It's just kind of going that way. I feel that. I'm frightened by it. But anything within your control, to keep your number of options up will, I think, be beneficial to you.

Now, another point. You have got to think ahead a little bit on sources. Now I'm saying this to those of you who don't necessarily buy a great deal of...let's say for example something as basic as apples or sweet corn...you've been riding right along with all good crops and you are saying to yourself, I'm never going to have to look for purchase sources. What are you going to do when the time comes that you are short. You are going to start from zero. Where are you going to get the crop? I'm saying, always be thinking ahead on where you might get a product that you have to have whether it be apples because of crop failure or anything. If you have the opportunity to jot down in your little notebook the name of a potential source of an item however remote that concept might be, get it down, get it in your system so that when the time comes you are going to be ready.

Now for a classic example the opposite side of the coin when I had the job in Farm Markets of Ohio a young fellow had four acres of melons and he called me about a week before developing and said hey I need to sell some melons and I said hey you're a year late. That's the opposite side of the coin. Say that if you raise melons anytime, anytime you can have the crop ruined. Know where you are going to go for supplies. Know where your neighbors are that raise melons or the guy up the road 25 miles over--get it all together...so that you know where you are going. So that you don't have to run around like this when the hail hits that melon patch and you're out of the melon business. Of course you could throw up your hands and shut the door and have sympathetic but unhappy customers. But if you don't want to shut your doors, then be ready. But the same thing goes...have several sources in mind.

I'm an Indiana farmer at this association. I think it would be a good idea for the market association to send a flyer around periodically to list products needed and products surplus for market operators. Last year we had a lot of rain around Lafayette and the crop got wiped out. I sold all of mine and I sold all of another farmers. The flyer our association sent out got a call from as far as Columbus. You might suggest that they put a list of products in monthly flyers; what farmer has what and have the farmers cooperate. It works nicely.

Okay, let's talk about some concepts to think about when you are buying. These are very simple. First, regardless of the item, you have got to consider what the delivered price is. Keep in mind that price is not price unless you have put two things behind you. Is it delivered or is it FOB the shipping point. It means the difference between profitability or loss in most cases. So whatever you are considering a product or considering a source be sure you know whether it's price delivered or FOB the shipping point. Obviously, that is a very, very simple concept, but I find myself everyday failing to check that. When you buy a product it seems you always pay for the delivery but when you sell it you always have to sell it delivered. The reason why you have to deliver your produce price at delivery is because the only person who can deliver it properly is you.

I might support you even more on that but we deliver our stuff to the Water Street Market in Chicago. We bring it up there to the commission house. They charge 12 percent commission. They deserve that. But on top of that, we pay a quarter a package for them to deliver to whatever account it is, even if the account is just across the street. The farmers pay a quarter. It drives me crazy to talk about it.

You ought to figure out one more thing. When it's delivered you better plan on having someone there to unload it. Like if it's a real heavy item and you just have a little gal in the market it may not get off. "I'll tell you how to do that. Tell him to haul it back where he got it. He'll get it off. He'll unload it, won't he." "It depends on how much you got." "I'd rather get it all FOB. FOB you can knock a half dollar a package off." "I don't think there is any way in the world that a farmer can deliver and charge enough to deliver it, unless he delivers in semis to warehouses." There is another thing you have to take into consideration today and that is the freight surcharge or fuel adjustment. You get a product in today on commercial carrier or whatever it might be, you are going to have a freight fuel surcharge. Tacked right onto the end, you know what I'm talking about... as the price of fuel goes up they just tack it right on---it could be as much as \$39 extra for fuel adjustment, oil charge. Say your normal freight bill is \$360 for that amount and they are going to put right on there \$39, boy that changes the picture right now. That could be all you expect to make on the load.

A good way to buy yourself some extra produce and cut the freight bill quick is to barter with them. In other words, you deal with the truck drivers. Yeah, deal with the drivers. Put 20 boxes of apples on the truck extra when he comes back through, he will have you 20 boxes of oranges. We might think of the trucking industry as being way more regulated than it really is. I talked to a trucker that went from Florida to Buffalo, New York, carrying extra citrus. On his way back through he would always pick up a load of apples and his commission for delivering the load of apples was to take an extra load of 25 bushels of apples along with him as his commission for hauling the apples back. He could sell those and go on. He would make a lot more off the apples than he would off the truck load, I guarantee you that.

The point there is if you have a chance to stop a trucker, just kind of hob nob with him and see what is going on...get the word out to the independents.

My final point here on buying and I hope we can get some discussion on this, because there is something that is very difficult to argue for one way or another because of inflation. Buying based on what you need for a period of time. As you well know, inflation has made it profitable to buy more than what you need. Like if you, say if you need thousands of gallons of cider jugs for a one month period, let's make that ten, say that would supply you for six months, but you got a deal on 20,000 so now you have a years supply on hand, which is the better deal. I'm a little bit concerned that some of us have gotten used to stocking up because inflation has been our friend in the past and we've tended to buy a little bit more than we needed in a reasonable period of time because the next time we go to buy it, it will be more than the time before. It bailed us out every time. But, you are going to have to take money out of the bank or borrow money or whatever to buy this product.

OHIO VEGETABLE AND SMALL FRUIT VARIETY TRIALS

Bill Brooks
Dick Funt
Department of Horticulture
Ohio State University

BROOKS:

There are many excellent varieties of sweet corn, tomato and muskmelons available from various seed companies. Many different varieties are grown by roadside market growers for sale in Ohio. Some of these varieties will be mentioned along with the results from some variety trials held in Ohio on sweet corn, muskmelons and staked tomatoes during the 1979 growing season.

Some of the sweet corn varieties grown by roadside growers are: Sundance, Earli Vee, Aztec, Harmony, Bellringer, Jubilee, Merit, Seneca Star, Cherokee, Gold Cup, Apache, Sugar Dot, Silver Queen, Sweet Sue, Stylepak, Kandy Korn, Sweet Sal, Seneca Pinto, Golden Gleam, Gold Winner and many others. In Table 1, you will find the results from the 1979 sweet corn variety trial held at the Fremont Branch, OARDC.

Tomato varieties grown by roadside growers include: Redpak, Mainpak, Jetstar, Heinz 1439, Heinz 1350, Royal Flush, Super Fantastic, Early Girl, Floramerica, Better Boy, Supersonic, Big Girl and Ramapo. In Table 2, you will find the results from the 1979 Staked Tomato variety trials conducted on the Ohio State University Horticultural Farm, Columbus, Ohio.

The muskmelon varieties often produced by roadside growers include: Burpee Hybrid, Gold Star, Early Dawn Hybrid, Supermarket, Saticoy, Harper Hybrid, Harvest Queen, Iroquois, Delicious 51 and Classic Hybrid.

In Table 3, you will find the results from the 1979 Muskmelon variety trials conducted at the Fremont Branch, OARDC.

TABLE 1. Replicated Trial: Yield and Other Characteristics of Sweet Corn Cultivars - Fremont - 1979.

Variety and Source ()*		Days to first harvest	Marketable Yield/A			Avg.Wt. mkt.ears unhusked (lbs.)	Avg. lgth.ears husked (in.)	Avg. dia.ears husked (in.)	Ear		Bird damage %	Color
			dozens of ears	wt. (tons)	per- cent				worms %	smut %		
Butter Vee	(1)	71	1469	4.67	97	.53	7.8	1.7	0	0	0	Y
Earli Vee	(1)	71	1037	3.06	84	.49	6.9	1.6	0	2.5	2.5	Y
Sundance	(2)	75	1527	5.77	95	.64	7.2	1.7	0	2.5	2.5	Y
Earligem	(3)	76	1450	5.03	93	.60	7.2	1.6	0	5.0	0	Y
Seneca Star	(4)	77	1661	6.05	99	.61	7.8	1.8	0	0	0	Y
Aztec	(5)	77	1613	5.30	98	.55	7.7	1.7	0	0	0	Y
LD-11	(6)	78	1018	2.24	68	.37	6.6	1.4	0	2.5	0	Bi
Golden Vee	(1)	81	1565	5.95	98	.63	7.6	1.8	0	0	0	Y
Bellringer	(2)	81	1469	6.91	98	.78	7.5	1.6	0	0	0	Y
XP-2500	(5)	82	1460	5.69	98	.65	8.0	1.8	0	0	0	Y
Hybrid 74-1702	(7)	83	1709	5.78	90	.56	7.1	1.8	0	0	0	Y
Burgandy Delight	(3)	83	1335	3.93	97	.49	7.9	1.5	0	0	0	Bi
Jubilee	(7)	85	1815	7.21	94	.66	8.3	1.8	0	5.0	0	Y
Seneca Raider	(4)	85	1517	6.39	96	.70	7.8	1.9	0	0	0	Bi
Merit	(5)	89	1748	8.08	94	.77	8.2	2.0	0	0	0	Y
Cherokee	(5)	89	1748	6.52	94	.62	8.0	1.8	0	5.0	0	Y
Bullseye	(8)	89	1498	6.56	90	.73	7.5	2.0	2.5	5.0	0	Y
Gold Lady	(3)	90	1671	5.18	92	.51	8.9	1.5	0	7.5	0	Y
Gold Cup	(2)	91	1997	8.77	92	.73	7.6	1.9	7.5	0	0	Y
Apache	(5)	92	2036	8.16	93	.67	7.7	1.8	0	0	0	Y
Hybrid 72-2945	(7)	98	2113	8.49	92	.67	7.4	1.7	5.0	0	0	Y
LD-46	(6)	98	2017	7.97	84	.66	8.2	1.7	0	20.0	0	W
Silver Queen	(7)	98	1988	8.54	89	.72	7.8	1.7	2.5	7.5	0	W
Seneca RXP	(4)	98	1969	8.33	87	.70	8.1	1.8	2.5	0	0	Y
Sweet Sue	(2)	98	1748	7.51	95	.72	8.3	1.9	7.5	0	0	Bi
Stylepak	(8)	98	1440	7.57	93	.86	8.0	1.9	0	0	0	Y
Silver Treat	(1)	98	1316	5.61	80	.70	8.4	1.9	10.0	0	0	W
Sugar Sweet	(9)	99	1133	4.59	83	.67	7.3	1.8	0	0	0	Y

* Cultivars ranked according to days to first harvest (lowest first) and dozens of marketable ears per acre (highest yield) based on ears listed first within maturity. () numbers within bracket refers to seed company supplying seed.

Table 1. Replicated Stake Trial: Yield, Grade, and Fruit Size of Tomato Cultivars, Columbus, Ohio 1979

Cultivar*	Seed Source	Early Harvest to August 8					Total Harvest to October 3, 1979				
		Marketable Yield (Tons/Acre)		Percent by Weight		Fruit Size (oz.)	Marketable Yield (Tons/Acre)		Percent by Weight		Fruit Size (oz.)
		No. 1	Total	No. 1	Culls		No. 1	Total	No. 1	Culls	
Early Girl	(13)	1.74	2.70	25	6	3.29	5.57	22.84	21	12	3.37
Floramerica	(14)	1.45	4.48	29	10	6.53	3.87	21.80	16	9	7.85
Jetstar	(2)	0.82	3.02	24	11	5.17	8.96	24.21	34	8	5.98
Monte Carlo	(14)	0.70	2.89	22	8	4.75	4.51	24.34	17	8	5.78
Better Boy	(13)	0.36	2.70	12	9	4.95	4.42	25.23	16	9	7.15
Supersonic B	(2)	0.29	1.38	18	17	4.27	10.19	33.23	28	7	7.07
Super Red	(12)	0.26	1.93	14	.4	5.13	5.21	28.79	17	9	6.35
Traveler	(6)	0.23	0.76	23	25	2.71	14.66	25.25	55	5	4.53
Ramapo	(15)	0.04	0.65	6	16	5.29	12.45	30.40	37	10	6.98
Big Girl	(9)	0.02	0.84	2	25	4.53	5.68	24.38	21	11	6.34
LSD (5%)		1.36	1.02			.017	4.93	7.24			.017

*Cultivars ranked in decreasing order of early yield of U.S. No. 1 grade fruits. Data based on mean of 3 replications.

TABLE 1. Harvest date, yield, grade and fruit size of muskmelon, replicated trial, Fremont - 1979.

Cultivar	Seed Source	First harvest date	Yield for period Aug. 13-23			Season Total Yield		
			Marketable Fruit			Marketable Fruit		
			cwt/ A	size (lb)	% culls	cwt/ A	size (lb)	% culls
Ball "1776"	(13)	8-17	65.4	3.7	4.8	409.6	4.3	7.8
NCX-756	(10)	8-21	24.0	2.5	42.7	266.6	3.3	21.6
NCX-759	(10)	8-17	37.2	4.4	16.0	46.2	5.2	77.0
Earlisweet	(1)	8-13	291.0	2.0	17.7	360.4	2.2	18.4
Earlidew	(1)	8-23	98.2	5.1	27.9	98.2	5.1	27.9
Burpee Hybrid	(9)	8-17	133.8	3.8	3.5	403.2	4.3	16.1
Summet	(5)	8-17	96.8	3.2	2.3	386.6	3.4	8.7
Dixie Jumbo	(14)	8-21	12.4	3.1	0	380.2	3.5	27.7
G-25VB	(2)	8-21	32.6	5.4	0	380.0	5.3	22.9
Early Dawn	(2)	8-13	357.4	4.4	17.6	401.8	4.6	20.0
LSD .05			76.0	---	----	146.2	---	----

Source of Seeds

Code Used in Tables

Company and Location

1	Stokes Seeds, Inc., Box 548, Buffalo, NY 14240
2	Joseph Harris Co., Rochester, NY 14624
3	Seedway, Inc., Hall, NY 14463
4	Robson Seed Farms Corp., Hall, NY 14463
5	Asgrow Seed Co., Kalamazoo, MI 49001
6	Leatherman's Inc., Canton, OH 44707
7	Rogers Bros. Co., Idaho Fall, ID 83401
8	Ferry-Morse Seed Co., Mountain View, CA 94042
9	W. Atlee Burpee Co., Warminster, PA 18974
10	Northrup, King & Co., Minneapolis, MN 54413
11	FMC Corp., ADC, Modesto, CA 95618
12	Agway, Inc., Vegetable Seed Farm, Prospect, PA 16502
13	George J. Ball, Inc., West Chicago, ILL 60185
14	Peto Seed Co., Inc., Box 4206, Saticoy, CA 93003
15	Vaughan's Seed Co., Downers Grove, ILL 60515

FUNT:

Since I'm new at Ohio State I am going to base a lot of my recommendations on my experiences in Maryland. I think most things are relative and we can put some of them in perspective.

First, strawberries--Earliglow has taken over as one of the major early prominent strawberry varieties. It is better than Darrow on yield, may equal Earlidawn, but has many good characteristics. It is resistant to rot so much longer. Earliflow is recognized by most strawberry growers as being the best early strawberry that we have. USDA will be using Earliglow as a parent to many new varieties, simply because it has this rot resistant characteristic. Scott, a new cultivar being introduced this spring was formerly known as Maryland US 4376. It ripens with Guardian, has large firm berries, and resists bruising. It's more productive and a better plant than Guardian. Many of you like Guardian for pick-your-own because it is a large berry, but we've had some negative feedback towards Guardian in Ohio. As I told someone earlier, I'm not ready to lay my money on the table, but I would suspect that in two or three years there will be more acreage of Scott than Guardian. It is resistant to five races of Red Stele and has some resistance to leaf spot and mildew. There are other USDA selections at Beltsville that look equally good to me and if this one looks as good as the others they are going to release in another year or so, it must be a good one. By the way, Scott was named for Dr. Donald Scott. Many times we do not recognize the importance that one man has in any fruit crop. Many of the new varieties, Earliglow and all the other ones that come out of Maryland have been due to Dr. Scott's program. Many of the new ones that you will see in three or four years will be due to Dr. Scott's program. A very ingenious and hardworking, a very intelligent man with strong feelings for the strawberry grower. He has retired now, but still working back and forth, going to Italy in the tissue culture program. He will be a speaker this year at the Ohio Strawberry Short Course. Redchief is certainly continuing to be an exciting cultivar for those who have problems with frost. It has been shown in experiments that Redchief has one degree Fahrenheit more frost tolerance than most other blossoms. It continues to be a well-grown berry in Ohio. Midway continues also and has been released for some time. It's an older cultivar than Redchief that continues to be well planted, although not as frequently as some of the newer cultivars. It's still holding on as one of the big mid to late season varieties that we have. Delite is also certainly being planted. Many people say they will never plant it again, many people say they will continue to plant it. Laborwise some people have been disappointed in some localities. Delite is a good berry over-all, a productive performance, sizewise. Like I say, you can get ten growers in the room and you'd be split 6-4 or 5-5 as to whether or not to continue to work with Delite.

Brambles--moving on to Brambles. This is the Heritage Red Raspberry, many of you have planted it, it's being planted widely because with its cultural system it is simply not touched by human hands. You simply plant it, you spray it, you hoe the middles, you have it U-picked in September, then you mow it off, and then you have another crop the next year in which the berries ripened in late August or early September depending on your locality. It's free standing, it stands up by itself, you can see it's very productive. We're expecting somewhere, some people say, 5,000 quarts, I say 5,000 pounds, whichever you like. There can be some good yields on Heritage. Heritage was released in 1969 out of New York. It's been tested in Maryland against other fall red raspberries, and is the only one which gives you a good fall crop by mowing it off. There is no other variety that works like Heritage. It does need a little more nitrogen than other varieties because of its thickness. It has got to have a little more nitrogen to the acre to grow this well. I think also for those who are on sandy soil or may have droughts during August you have to consider trickle irrigation. I've seen the Heritage completely wiped out because August is dry. It's going to go through stress in late July the first of August on those flowers and fruit and if it's dry you can see the berries wither on the vine.

This is a plant that was planted in April--and the picture taken in early August. You see how it is fruiting--and how the fruit are developing here--you see more flower buds forming here and opening and this plant will continue to bear fruit on down the stem as long as you have warm temperatures in the fall. As soon as you have frost that is the end of the crop. But that is a six month old plant, so to speak. You can pick berries at the end of that planting season if it's under trickle irrigation or it is in good condition. I tell many growers to expect that they can have berries on their cereal. I don't know if you can call in people for pick-your-own unless you have quite a few acres, but certainly as the new plants come in, the year after planting will have many many berries and you are in business with Heritage red raspberries. This is a growers field of Heritage. We had a heavy attack of Japanese beatles--they do like the red raspberry very well, but certainly this person is going to have lots of berries to pick.

The disadvantage of Heritage is, in many areas, is one, that the public doesn't want a red raspberry and two, they are not attuned to picking red raspberries in September. The disadvantage here is that many people may plant excessive acreages and find that there is no home for those berries, so, one red flag goes up and says that if you want to throw in some Heritage red raspberries, make sure that you are going to have clientele to pick them in September. Normally you want to pick for at least a three week period of time. Some people go as long as six weeks into October. It gets kind of cold and chilly in some cases there, so it depends on your locale just how long you can pick. But you do want to pick for at least three weeks to get the majority of the berries and get enough yield to pay for your expenses.

This is Brandywine, the size of a quarter, no problem there. These have been raised under trickle irrigation. Not quite sure what this white material may be, but I have seen Heritage under temperatures above 95 or 96°. You will find that this pigment change from red to white, it's a characteristic of the variety. It's not a disease problem. Once the temperatures drop below 95, 92, or 91°, you will not have this white pigment change. I

don't think that is a detriment to the variety, but some thought at first back in Maryland when they looked at it, they thought there were mites or thrips in there causing this pigment change. That is not the case. It's just a matter of temperature. But Brandywine is a purple raspberry, you can see how the berries look red, they do get a little more purple as they get a little more ripe.

We were picking them maybe a little bit early. They were pulling off fairly well. The ones that are more ripe, are more purple. I think size and the bigger cane make Brandywine exciting. Certainly we are talking of good yield, similar to that of Heritage. Just to show you that we just weren't picking only good size berries, here is a quart of them, with a quarter again. It is ripening after black raspberries. It comes at a good season. It helps to spread out that Bramble season if you like to consider red raspberries in June and black raspberries in July and then these will come in after black raspberries, so you add to the length of the season. They are vigorous, upright, excellent plants. Many times we forget that we do have some good red raspberries that are the June bearing type. They will bear a few in June and a few in the fall. Certainly in the U-pick operation we are looking at berries such as this that have larger size.

This one which is not known very well is called Sentry. It has a good size, good yield, out of Maryland. Septer, also out of Maryland, but I'm not too hot on Septer. I'm more hot on Sentry and Reveille. Reveille is a soft berry, one of the first berries out. These are bigger berries than Latham, one of the old standards. Hilton isn't too bad here as far as size is concerned. But Sentry and Reveille I think are worthy of trial, especially if you want to go to the June red raspberry season.

For those who are in a climate where the temperature does not go much below -5° in the winter time, the thornless blackberry is certainly something to consider. Putting it up on a trellis similar to a grape. These vigorous canes can get as long as 30 feet. They can have laterals as long as 7 feet. Just great plants. Normally they will get more than 15 feet long. With laterals of 3 and 4 feet long. You do not head them back in the summer. You simply let those plants go and then in March you tie these along the wire as long as you want. You may cut the ends if you like. You'll trim the laterals back to 8 or 10 inches and go from there. This is a two year old plant. This is its first bearing season. You can see they just hang in ropes. We anticipated 12 to 18,000 pounds to the acre. Large size, a bit tart off the bush, but excellent once they are cooked.

The Black Satin, Dirksen are the best quality, best winter hardy plant. There is also a #6 that we are looking at very much in Maryland, Exceptional yield, it takes some labor to tie them on the trellis, it takes some time to prune them, but when you are talking yields, 12-18,000 pounds an acre at 60-70 cents a pound, one can afford a little labor to look at the crop. This gentleman is a little over 6 foot tall, you can see how this trellis of thornless blackberries is 6 feet tall. We were investigating this field. This field sustained temperatures of -9° and the plants were killed back about 3 to 4 feet on the ends. Now if you already have 15 feet and you got 3 foot kill back, you still got 12 feet to work with--not too bad as far as damage and a good crop came out of this field. So, once you are getting below -5° to -9°, you are going to get the winter damage in these medium hardy plants. When you get to -10° your planting may be largely wiped out.

These are thornless. You can hug them and kiss them and they won't hug you back.

Blueberries--certainly one of the things that I consider for Ohio is the High Bush blueberry. Several reasons why I like to see more blueberries in Ohio, although we have considerable acreage in pick-your-own, next to strawberries they give the highest rate of return. But we also have our highest investment per acre as compared to a lot of the small fruits. It will take three or four years before they begin to produce. But, based on that and the soils in which we can raise them, blueberries will take -20°, where peaches have been wiped out at -15°. In those localities where we are having trouble raising peaches, blueberries may be a crop to consider. On varieties--we have found, our experience has been that Bluetta is better as a growing variety than Earliblue. Bluetta has a little more hardiness--going from our early season to our late season. Following Bluetta is a new cultivar called Harrison that looks promising. Next is Collins, which has been around for some time; we would still recommend Collins in the early season next to Bluetta. Next to Collins is a cultivar called Northland. Don't know much about it. What we have heard has not been that exciting to us. We are still going to consider it. The one that does seem promising after Collins is called Spartan. This has shown some good results. We are expecting a lot out of Spartan, but we don't know yet. The other one is Bluejay. Not too hot on Bluejay at this point. We are going to give it a chance. Patroit is one that we have been told is going to have some promise. We are going to look at that one as well. Bluehaven, we don't know much about at this point. But the two that have been most widely planted with the mid-season Blueray and Bluecrop. Sixty percent of all the high bush blueberries being grown are Blueray and Bluecrop. Remember now that when you do plant blueberries, we recommend two cultivars for pollenization process. Another one that has not been released yet is called Bluechip out of North Carolina. We are expecting good things out of Bluechip. No one has seen much of it except in the experimental basis in North Carolina. The one I like particularly for flavor and yield is called Berkeley. I think Berkeley would be well-suited for many of the blueberry areas and Jersey has been one of the older varieties that's been recommended. I think Berkeley will probably overcome Jersey in later years. Herbert is still one of the better cultivars. I would think in some cases for pick-your-own, better than Jersey for most of our pick-your-own operations. Darrow is next after that; don't know much about Darrow, Coville has been the old standard. I think it still could be considered if we know how to grow it. Simply what happens with Coville being late, it becomes blue very early, but still tart, just let it hang on the bush for three or four days to get a little sweetness on it. I think for pick-your-own this presents a problem if people want to get in there and pick too early. So Coville would be one that would be good to grow if you grow it well. It has been around a while, but we are really looking forward to it. We hear a lot of good remarks about the Elliott. Probably that one would be better to choose than Late Blue at this time. What we hear from other people is that Elliott is one that is going to be a good blueberry variety.

For those that are considering blackberries other than thornless, there are some new ones coming along that we would like to see to see how hardy they are in Ohio, particularly. One is called Cheyenne that I saw that looks extremely promising under irrigated experiments, as high as 13,000 pounds to the acre. It seems like the one that will be worthwhile when we

get out there with leather gloves, leather suit and prune it. That is one of the disadvantages to the thorny blackberries. But they are winter hardy and more hardy than any thornless. There are still the other ones; Darrow has been one of the other cultivars; Raven and Ranger performed average. Looking at a trial basis all of them are worthwhile on a trial basis. Questions or comments--

Q. WHAT ABOUT THE SOUTHLAND VARIETY OF RED RASPBERRIES?

A. Oh yes, I didn't mention Southland. I don't have a picture of it. When I go down the rows to taste and check for yield performance, I go back to Heritage and eat a few and I go back to Southland. I like my Southland. They are doing very well up along the lake here in Ohio. I certainly wouldn't want to miss Southland in growing red raspberries.

Q. HAVE YOU FOUND THAT SOUTHLAND IS A LITTLE BIT OF A DRYER BERRY?

A. Yes. When I'm going out to taste I always go back to Southland as my basis. I still like my Southland on taste basis and on our trials in Maryland Southland was out-yielding a lot of the other reds.

Q. WITH REGARD TO HERITAGE, IS THIS A PRETTY DISEASE RESISTANT CULTIVAR?

A. Yes. This year with so much rain in April and August in Ohio it was extremely heavily under seige of spur blight. Under a hot humid climate with lots of moisture, spur blight will be a problem with Heritage. All red raspberry varieties are susceptible to spur blight. It can kill and it can wipe out Heritage. To me, you ought to select a crop and understand that it has certain weak characteristics which you have to overcome or if you can't overcome them, don't grow it. The simple thing here is for spur blight, you keep up your fungicide sprays with captan and make sure that the captan is getting down to the bottom of the stem of the raspberry because that is where spur blight is going to be. If you let your Heritage row width get three feet wide, four feet wide and wider, there is no way you are going to get that down unless you are heavily irrigating or something of that nature. My cultural practices would indicate that to control spur blight you must bring the Heritage row back and keep it narrow. Keep your captan sprays on there religiously before it gets started. Other than that, if you have a virus free plant, plant it. We have yet to see much virus of any kind on Heritage. And water in August when it's bearing and trying to put on its fruit. You can't get by dry spells in August. Water in July if you have to. Brambles are shallow rooted plants in general, although there are some that are a little more so. I find that trickle irrigation is beneficial and if you want to talk with Alan Baugher back here, he's got nine acres of black raspberries under trickle irrigation.

Q. IS THE HERITAGE MORE DISEASE RESISTANT THAN SAY THE OLD BRISTOL BLACK RASPBERRY?

A. Now, you have two different horses, of course. You have got the black raspberry which is being plagued with viruses and again we are stressing the virus free plant. And again the black has been susceptible to viruses and you have your reds that are open to spur blight. Here

again it is a matter of control and watching that system. Generally, if you were ranking resistance to disease and insects, I would stock the farm with thornless blackberries--as being one of the most resistant to insects except the blackberry psylla. And it does curl the leaves but it's never been that detrimental to the plants growth except in the first years. Then certainly in a very, very close second is Heritage. Again, what we have seen of a very few years of Brandywine being relatively resistant and relatively vigorous. But remember, neither of those has been around, Brandywine is a 1975 release, Heritage is 1969. So, we have a relatively short track record on some of these plants. But certainly when 10 years of experience with Heritage they have not been that open to disease and other factors. And then, of course, as you come down the line, you're looking at the Cumberland raspberries being down on the bottom as being very susceptible to virus, if you can get the vectors in there. But yet, in my opinion, the Cumberland is still the standard for size and quality for black raspberries. Bristol has been widely planted, because its parent was Cumberland and it has a little more resistance. If Cumberland is virus free and well grown in good soils, it is one of the best. So you have that spectrum. There are many hundreds of acres of Cumberland as I was growing up in my youth that was susceptible to virus. Finally after 20 years of growing, that region had to quit growing it. Because we were not controlling the vectors for the virus. And virtually we lost the industry for a while until we could get virus free plants. I think everyone going into brambles has to be concerned with that. And if you can't raise them for more than six years, you are not going to make money on Brambles.

ZONING AND HEALTH REGULATIONS

John E. Taylor
Chief, Division of Foods, Dairies, and Drugs
Ohio Department of Agriculture

Monte Gardner
Registered Sanitarian
Montgomery County Combined Health Department

Al Pugh
Extension Rural Sociologist
Ohio State University

Good evening, ladies and gentlemen. You're quite bold and brave to be here this evening to hear regulatory people talk to you. If you have problems in this area, I think that we can help you in answering some of the questions involved.

Cooperative food quality assurance programs were developed on the premise that the law, the producer, the retailer, and the consumer all want the same thing - safe, wholesome, high quality foods. The programs acknowledge the fact that most violations of the food laws do not occur as a result of a lack of concern, but more from a lack of understanding of the delicate business of handling foods.

Concern over the safety of food is as old as the history of man, and through the years man has found ways to keep food from spoiling without fully understanding the biological implications of his achievements. He learned from trial and error or by accident that by drying meat, it would keep for very long periods of time without spoiling: that salt and sugar could be used to preserve foods: and that meat left hanging out in the freezing temperatures of winter would remain fresh through the season.

He did these things without fully understanding what it was that caused food to decompose or spoil. He knew nothing of enzymes or bacteria, but all along, those methods he found for preserving food were methods that slow down the work of these invisible agents that otherwise diligently strive to render food unfit to eat. As man began to learn more about food safety, he also began to develop standards which assured reasonable safety and he enforced those standards by passing laws to be applied all along the line from food processing to retail sales. The results have been safer and safer foods and fewer and fewer food-borne diseases as so-called food poisoning.

A very vivid illustrative of this fact of our safe food is when we Americans travel in some underdeveloped counties where sanitation standards are unheard of. Most come out with some food borne sickness.

The courts of our country when it comes to health and safety laws review the situation in the light of the urgency of time. They feel that if health and safety laws are broken by an establishment then it is committing a crime against the citizens and the rights of society must be protected. If you go into the food business, you must understand that inspection is one area that can not be avoided and you must make proper sanitation and handling of food an important part of your operation. There are two general types of sanitation laws. These are: (1) Adulteration types, and (2) Rules, Regulations, and permit types. The FDA and ODA would have to be classified in the adulteration type law. This type of law places the responsibility for the method of producing a pure food on the food processor. Such laws as the Ohio Food, Drug, and Cosmetic Law (O.R.C. 3715) requires that a food should not be adulterated. Section 402 of the Federal Act describes an adulterated food (1) If it bears or contains any poisonous or deleterious substance which may render it injurious to health: (2) If it consists in whole in part by any filthy, putrid, or decomposed substance, or: (3) If it has been prepared, packed or held under insanitary conditions whereby it may become contaminated with filth. FDA will have very little to do with most roadside establishments. Their main thrust in your area would be towards adulteration by pesticides. If you are growing your own products you should be very knowledgeable as to what pesticides you are using.

Rules, regulations, and permit types of sanitation rule would generally fall under the local regulatory inspection program in Ohio. However, the ODA also has some regulations in this area. In our state there are legislative directed sanitation laws and then there are those rules developed under police powers given to local county public health authorities under home rule provisions of the Ohio Constitution.

Some counties have developed very extensive inspectional programs and have licensing fees which they collect to subsidize their programs. Other counties have not developed extensive inspectional programs. Therefore, you as individuals may have a great variation in inspections from local sanitarians. Because of this variation, the state have legislated laws delegating the Director of Agriculture the responsibility to oversee all food establishment sanitation. Therefore, my department inspects as much as possible these uninspected areas for general sanitation. We try to avoid duplication of inspection. All people involved in selling food products to our citizens of Ohio have a direct responsibility to see that the food they sell is produced, handled, stored in a sanitary manner. Enforcement problems can be avoided or minimized when a business had developed and implemented a program where good sanitation practices are demanded.

There are three basic aspects to any sanitation program: (1) Internal sanitation can never be considered under control if external forces are not first neutralized. The surrounding area of your establishment must be neat and clean and free from all areas which may give harborage to rodents

and give them a food supply. You must daily handle your garbage and trash; (2) The interior of your building must be treated in the same fashion. All entrance points for rodents must be sealed. This includes areas under doorways, holes in walls, etc., all foods should be stored on pallets and away from the walls at least 18 inches. Why is this important? Rodents travel the exterior areas of walls. When you palletize your food 18 inches away from the walls you allow an area that can be readily observed for rodent activity. Most major warehouses even paint this area white so they can shine a flashlight down a wall and see any evidence of rodents. The use of traps or enclosed bait stations are recommended for placement around the wall perimeter. Under no circumstances should you utilize open bait stations where human food is stored. I recommend you hire on a regular basis a professional exterminator. All areas of the warehouse should be well lighted and all incoming goods should be examined prior to acceptance into your establishment. If spillage occurs in the warehouse, it should be cleaned up immediately. Sanitation is a way of life in the food establishment and if following the above simple outline will help you from avoiding regulatory action of FDA and ODA.

MONTE GARDNER:

A Registrar Sanitarian, what does that mean? Two years ago, due to some lobbying, the State Legislature passed a bill that Sanitarians (or people involved in preventative type medicine; the inspections of food establishments and food service operations; inspections of trailer parts, swimming pools, schools, hotels, motels--anything like this) must be registered in the State of Ohio. Primarily, registration is used to weed out people that are not competent, capable, and professional in dealing with people like you in food establishments, fruits and vegetables, warehouse-type activities; to make people in our line of work more professional, and more competent so that we can give you better service, too. I'm certainly happy and proud to be a Registered Sanitarian.

We are going to talk about the role of the County Health Department, specifically, about Montgomery County, although many of you are from out of state. We in the Montgomery County Health Department have goals which are reflective of the goals of most Health Departments in the State of Ohio. Our main goal is to protect the public's health through education, inspection, and enforcement of regulations pertaining to and relating to foods (including beverages) that are sold or consumed by the public. That is generalizing, and it may be somewhat philosophical, so let's examine it close. Each Health Department operates a bit differently.

What is education? Basically, education is the art of utilizing knowledge, and the practical application of this knowledge. So, the more information that you get from the regulatory agency, and from other people like yourselves who are involved in fruits and vegetables and other types of foods, the better. This convention is certainly an educational conference, to help you get more information and more skills to do a better job--and probably make more money. That is why a lot of you are in this business.

The Health Department is required to conduct inspections, especially in food establishments. As Mr. Taylor specified, many Health Departments, or Health Districts throughout the state of Ohio, do not have food establishment regulations. How did this regulation come about in Montgomery County? How did it get to be a regulation? There are public hearings, and it was passed by County Board of Health--not a County Commission, not a County Trustee, not a Mayor. (The Board of Health is chosen by the District's Advisory Council, which is made up of Township Trustees, Mayors, Managers of different villages and incorporated areas.)

We make periodic inspections of food establishments and operations selling any kind of publically consumed food, whether it is pre-packaged, perishable, or anything like this. A lack of knowledge on the part of the operator may certainly cause a lot of problems with the regulatory agency. For instance, lets say you have a lack of knowledge of proper food handling. You have a roach problem, or a rodent problem, and you are not even cognizant of it. Many diseases can be spread by feces and urine that these little critters spread around your establishment. The sole role of our agency is to give you service and to protect the public's health. Certainly we try to educate and give consultations to operators; at least, this is my philosophy. It is no trite cliché to say, "Good sanitation is good business." I don't know of any single food-type related activity where someone can tell me they have bad sanitation and still have a fantastically good business. They may try to get by with it, but in the long run it is certainly not good press. A consumer does not want to see or buy foods from a dirty establishment.

Enforcement - this can sometimes be positive and sometimes negative. When we reach a point where there has to be legal litigation to resolve a situation, that is where someone has failed. I'm not saying it is our fault, but someone has failed and then it has to be resolved by a judge. Unfortunately, judges are sometimes not the most aware of what public health is all about. They don't understand the significance of bacteria, enzymatic actions, and what can actually cause someone to get sick. Again we are talking about some of the problems encountered in the preventative aspects.

Anytime you are dealing with a regulatory agency, try to be positive. I certainly try to stress and expound on positive communication. That doesn't mean that you necessarily have to like me; it doesn't mean I necessarily have to like you. But, be positive--keep personalities out of it. Contact the Health Agency in your area and try to resolve any kind of problems and get prior approval. Prevent the problem before it happens. It is a lot easier to correct any kind of problem on paper, or any kind of problem in communication, or any kind of problem with your operation, if we can correct it before the problem arises. So, be positive--don't dwell on negative aspects or have preconceived answers or attitudes toward the individual that you are going to be working with.

Before I came here, I had a preconceived idea that roadside marketing was strictly fruits and vegetables. I just briefly walked through the exhibit area, but I could certainly see that there are a lot more things involved in this. It could be cheeses; it could be meats; it could be bottle-type beverages. It could be a lot of other things. What do we do for you?

You are contemplating an operation selling fruits, vegetables, and other things. The less complex it is, the easier it is to get any kind of approval. The first thing to do is contact the Health Department and ask for the sanitarian in your area. Don't go ahead and do something because you have heard that someone else said this is the way you approach the situation. Certainly there are going to be other factors involved, other agencies you are going to talk with--maybe the Ohio Department of Agriculture, maybe the zoning office in that particular locale. But, at least contact the Health Department and find out if there is anything applicable that you need to do.

Have a handle on what kind of foods you are going to sell. I learned a long time ago that selling "some things for people to take home" could mean fruits and vegetables--no hand-washing facilities, no cleaning and sanitizing facilities, very limited waste storage facilities. Then, I find out later that "some things for people to take home" could also mean cheeses that require refrigeration; baking of breads or pies, when certain other things come into play, etc. Be prepared to have a pretty good handle on what things you want to sell. If you contemplate other things, ask the sanitarian. We are geared to serve you, and work with you, so you'll have a good operation or a good establishment. We're not here to try to penalize, or be punitive, or put people out of business. That is not our role, although sometimes that comes into being. But, in the ten years I have been with the Health Department, I don't think we have closed more than four or five places out of about 2,000 operations. That is not too bad.

Be prepared. If you want to have pies or cakes, or if you want to get into processing of certain kinds of meats, then be able to tell the sanitarian where you are going to get them--what your source is going to be. Will you be buying it from someone else, or are you going to be preparing it on-site? From that point, the sanitarian will be able to tell you what things you need to have--sinks, what kind of construction for the building, development of the water supply, sewage disposal. If you are going to keep it simple (like fruits, vegetables, and pre-packaged items), certainly you can get by with moist towelettes for hand-washing, since you are not going to be handling open foods.

Your permit is based on the variables I mentioned. Permit costs are primarily based upon the cost of subsidizing the inspector to make an inspection of your establishment or operation. I don't really want to get into what cleaning and sanitizing is all about, unless you have some specific questions. But, hopefully, you now have a little better idea of what the Health Department does in regard to the inspection, enforcement, consultation, and planning of operations and establishments.

Q. THERE ARE FIVE COMMON, NON-FRUIT THINGS THAT MOST OF US WOULD LIKE TO INTRODUCE INTO OUR MARKETS--THAT INCLUDES CHEESES, PREPARED MEATS, JAMS AND JELLIES (WHICH MAY BE EITHER PROCESSED OR UNPROCESSED), CIDER AND DONUTS, AND PIES WHICH MAY OR MAY NOT BE PREPARED THERE. WE WOULD LIKE SOME SPECIFIC INFORMATION ON WHAT CATEGORIES ARE INVOLVED. DO YOU PUT FRUITS AND VEGETABLES AT THE BOTTOM? AS YOU GET INTO THESE OTHER FIVE AREAS, WHAT LEVEL DO WE GET INTO?

- A. The levels rise as you get more involved with different types of equipment that you need to use. In other words, if you are going to be buying pies, cakes, trail bologna that is pre-packaged (or is packaged by an approved type of wholesaler, butcher shop, or a particular specialty type processor that makes these things), you will be telling the sanitarian that everything is coming in pre-packaged. It may require refrigeration; this is what my refrigeration is going to be. If you get involved in trying to make these things yourselves, then that means that you are going to have to provide a lot of facilities--a place for storage of the raw ingredients used to prepare an item, approved type structure, cleaning and sanitizing facilities for utensils used. If you are just going to buy something, and want to cut it down to smaller portions, then that would be less complex. The key is what you actually want to do. That will warrant what you will have to supply, as far as your structure is concerned. In other words, you can't get by with a dirt floor, a three-sided building, and a garage door if you are going to try to make cheeses in that particular site. It is going to have to be rodent proof; you are going to have to submit plans for approval for the structure, lighting, the water supply, sewage disposal, and things such as this. I might also add that if you do plan to sell pies or cakes or anything like this, and you plan to make them in the home that is not licensed by the Health Department, you could be asking for some problems. Make sure the Sanitarian understands what you want to do, so that he can give you some additional information.

JOHN TAYLOR:

May I add a little point of clarification? Foods are categorized according to the way they are preserved. In other words, if you take some of those good Kentucky hams, and you sell that whole ham untouched, you are not processing that package. But the minute you cut that ham, and you expose that product to your environment, then you open a new barrel of snakes. So, if you can take a finished package of meat like cold cuts and sell them, you won't have any problem with the Sanitarian; but, the minute you start to buy it in bulk and handle it yourself, you add to the contamination potential through your handling, your atmosphere, and your environment. Generally speaking, the greatest high-risk foods are the ones that spoil the quickest--fresh meats, fresh dairy products, anything with fresh dairy products in them, are considered very high risk and must be handled accordingly. I would have to say, what kind of pies? Are they fruit pies or cream pies? If they are cream pies, you get into quite a complicated thing. If you buy pre-packaged, pre-processed items coming out of inspected plants, and you don't adulterate or alter that product in any way, then the basic manufacturer is still responsible for that product. If I get a notice of a food poisoning, and they bought it at your establishment, immediately we would find out who made that product. If it came from your kitchen, we would go straight to you. If it came from a bakery, then we would go to the bakery. The labeling is important for us, especially in food and drug, so we can trace it back to its originating source. Generally, the shorter the shelf life of a product, the higher the risk.

Q. WHAT REGULATORY PROBLEMS WOULD YOU HAVE IF YOU TRIED TO HAVE AN APPLE BUTTER FESTIVAL AND PROCESSED THE PRODUCTS ON YOUR ESTABLISHMENT?

A. First, you have a high sugar product--basically, not what we consider a high risk product. Where you would run into problems with me is on labeling that stuff. You are the responsible party; if there is any food poisoning, I go straight to you. We have real problems in this area when we get into home canning and selling at the retail level. I just shudder at some of these flea markets and so forth that we get involved in, where they have all kinds of home-canned goods. Please, stay away from that--that is sheer danger. Beware of any home-canned product, because you will be involved in it.

Q. WE BAKE OUR OWN PIES, WHAT LEGISLATION ARE WE UNDER?

A. Yes, you would come under our bakery license. For example, in the Amish district, they have very nice home bakeries. The state requires us, by legislation, to license those establishments. This is where I get into wrestles between legislative law and local law--one county doesn't allow home bakeries, and our state law says we have to license them! We are head-to-head with each other in a situation like this. We both have authority, but home rules in this case. If they aren't going to allow it; they aren't going to allow it. We just avoid the situation as much as possible.

MONTE GARDNER:

The thing to realize, ladies and gentlemen, is that we are all working together, although sometimes it is on a different tack. We are coming from different directions, but we are all in this for the same ultimate purpose. You might say that is too much bureaucracy. Not really, if you understand what the Department of Agriculture and Health Department roles are. We try not to be at loggerheads with each other, because we are looking at a particular aspect of the operation and they are also looking at a particular aspect. We try not to step on their toes, and they try not to step on ours. Several bureaucracies or agencies have several goals in mind, and they are playing different roles. Our goals are the same, but we have different roles.

Q. DO DOUGHNUT MACHINES COME UNDER A BAKERY LICENSE?

A. They do. We license all of these, including everything used at county fairs. All those trailer rigs are licensed--the waffle machines, the doughnut shops, the pizza parlors--through our division.

Q. WE HAVE WHAT IS CALLED A FOOD OPERATORS LICENSE. THAT WOULD COVER EVERYTHING, WOULDN'T IT?

A. Okay, now we get into the technical category of what constitutes a food establishment. If you are serving five or more people, and fifty percent of your business is in serving food, then you don't have to have our license. If 51% is carry-out, then you have to have

our license. If you are baking pies in a restaurant, you don't have to have our bakery license because that is part of the establishment, and not the major portion of the business. Basically, it depends on the major emphasis of your business.

MONTE GARDNER:

A food service operation is something that the Health Department gets involved with. A food service operation requires a license. What is the definition of a food service operation? You serve a meal or lunch. Coffee and doughnuts can be considered a meal or lunch; soup or an infra-red sandwich, like a hot dog or a huskie, also. You had doughnuts and coffee, so you had a food service operation. You would get that license in the particular county in which you originated.

Q. I'M IN THE PROCESS OF OPENING A MARKET, AND WE DID SELL SOME PRODUCE LAST YEAR. I'VE RUN INTO PROBLEMS WITH ZONING, AND ALSO WITH THE HEALTH DEPARTMENT. HOW CAN A LAYMAN FIND OUT WHAT THE LAW ACTUALLY IS?

A. At the Department of Agriculture, I have people coming into my office all the time; we will also gladly send you the laws. There are very specific laws and we overlap many times; but the Health Departments are only involved in sanitation. I've got weights and measures and labeling. If you've not heard about the new Labeling Law that FDA is proposing, you'll think it has been a cream-puff day until you do. Ms. Foreman has announced that it is the greatest improvement in 40 years, and it is. You would have to label all your ingredients on your fruits. If you put wax on them, it would have to be on your label. Any colors you use in your products would have to be listed on your label. There are very specific grading and labeling laws that you have to comply with, if you are going to package. If you are just going to sell in bulk, then you have an entirely different problem. We would be happy to talk with you at any time.

Q. WOULD IT BE NECESSARY TO HAVE A FOOD ESTABLISHMENT PERMIT JUST TO HANDLE BASIC PRODUCE--I'M TALKING ABOUT SWEET CORN, MELONS, TOMATOES--THINGS THAT AREN'T TREATED OR SPRAYED?

A. Local food establishment regulations vary from county to county; some counties don't have them. In Montgomery County, food products like melons and corn, grown on the premises and sold from a roadside stand don't require a permit.

Q. WHAT IF IT IS GROWN ON YOUR OWN PROPERTY, BUT NOT ON THE PREMISES? SAY IT IS GROWN ON THE FARM AND TRANSPORTED TO ANOTHER LOCATION.

A. Well, that is another situation. You would have to have a food establishment permit--but to meet the criteria for that is very simple. You can get by with moist towlettes as an aesthetic type of thing, because customers don't like to buy something where people have muddy or dirty hands.

JOHN TAYLOR:

I would say that there are probably only five counties in Ohio that you would have to have a license in--Montgomery, Hamilton, Cuyahoga, Mahoning, and Franklin Counties. These are the counties that have the sanitary laws promulgated, and you've got to obey them.

Q. DO YOU THINK FRANKLIN WOULD COME LOOK?

A. Yes, they are pretty active. In fact, may I say this on behalf of Director Stackhouse in our Department of Marketing, we are inclined to encourage, as much as possible, the direct marketing of home-grown products to the retailer. If you would only keep it simple, keep it strictly to a roadside market for fresh products, okay. But what you are basically saying to me is that you want to have a supermarket under the guise of a roadside market. If so, you come under all of the sanitation laws and requirements of a supermarket. One health department was going to instigate a regulation requiring food establishment licenses in one of our local counties, and I said, "Hey, man, you better be able to get the definition of a roadside market. Is it just fruits and vegetables; the guy who grows corn and melons and sells them at a little stand out front, or are you talking of a market where 98 percent of the products are bought from the outside at the local wholesale market and brought in to sell?" This is the difference. If you are in competition with the local supermarkets, you must maintain the same type of sanitation that is required of those particular establishments.

Q. I WORK FOR THE KENTUCKY DEPARTMENT OF AGRICULTURE. WE ARE NO DIFFERENT IN KENTUCKY THAN YOU ARE IN OHIO, WE HAVE THE SAME PROBLEMS AND QUESTIONS FROM OUR GROWERS. WE ARE SET UP A LITTLE DIFFERENTLY IN OUR STATE, HOWEVER: THE ONLY THING REGULATORY THAT WE HAVE IN OUR DEPARTMENT OF AGRICULTURE IS WEIGHTS AND MEASURES. LABELING LAWS, PESTICIDE CONTROLS, AND OTHER PROBLEMS ARE DONE THROUGH OUR DEPARTMENT OF HUMAN RESOURCES, FOODS CONTROL BRANCH. THE STATE OF PENNSYLVANIA, INDIANA, ETC. MAY BE SET UP ON A DIFFERENT BASIS THAN OHIO ALSO, SO THERE ARE DIFFERENT CONTACT AGENCIES. ALMOST ANYWHERE YOU GO, HOWEVER, THE COUNTIES WILL ISSUE THE PERMITS WE REFERRED TO AWHILE AGO. ONLY FIVE OR SIX OF OUR COUNTIES MAKE PERMITS NECESSARY: THE OTHERS DON'T CARE. A GENTLEMAN STARTING A ROADSIDE OPERATION IN LEXINGTON (THAT IS WHERE THE UNIVERSITY OF KENTUCKY IS, AND EVERYBODY IS CONCENTRATED RIGHT THERE) WANTED TO DO A GOOD JOB--SANITARY SINKS, RUNNING WATER, AND THIS TYPE OF THING. NEXT COUNTY OVER, THEY NEVER EVEN HEARD OF THE RULES. A GUY COULD SET UP, AND WHO CARES? THE RULES MIGHT EVEN BE THERE, BUT THEY ARE NOT ENFORCED. THAT IS MY ONLY COMMENT.

Q. DO PEOPLE WORKING WITH UNWRAPPED MEATS OR CHEESES, IN A CIDER MILL OR BAKING BREAD, ETC., HAVE TO GET MEDICAL EXAMINATIONS OR ANYTHING?

A. Gardner: In Montgomery County, if you are handling open-type foods (I don't mean carrots or melons), they would be required to have a Food Handler's Permit--that means a chest X-ray or skin test, and a brief medical questionnaire which they are required to sign. The whole permit, including the X-ray, is \$4.00. That is in Montgomery County; each county is different.

AL PUGH:

I'm going to cover a few aspects of zoning. Most people don't understand fully the whole area of zoning. In preparation for this session, I sent letters to 25 or 30 individuals with roadside markets, and got some good replies back. Some quite interesting things are happening in zoning.

There are various regulations and rules in zoning. Maybe all of you here don't have zoning, and don't have to put up with it, but the five major metropolitan areas in Ohio all have very strict zoning--Montgomery, Lucas, Franklin, Cuyahoga, Mahoning Counties all have zoning in effect.

The thing I wanted to cover, primarily, is the process you go through to change land use if you are in a zoned township. First, know your zoning inspector. He is the key person who you really ought to get acquainted with in township or county. There are five people in each zoned Ohio township who serve on the Zoning Commission. There are another five people in each zoned township who serve on the Board of Zoning Appeals. There are also three township trustees, a clerk, and an inspector. Each of these people is important and involved in administering zoning ordinances and changes in zoning. I would recommend that if you get an opportunity, as a farmer or as a market owner, to serve on any one of these township or Regional Planning Commissions, you do it. This way you can make sure your voice is heard. A number of people have commented to me, "The urban people are taking over. I can't get my voice heard. I'm losing out. I may lose my market because they are going to zone me out." That is one of the problems, so make yourself heard.

One individual here is being annexed into a city. When he goes from a township to a city, there will be a lot of changes, but actually the individual can remain and continue operating after the zoning is passed. If he was there before zoning, he can't be zoned out of existence but his operation can be restricted in various ways.

One thing that is being abused throughout Ohio is the use of variances. Most market operations and some of the zoning inspectors do not understand a variance. A variance involves a change in the location of the building; or the structure itself; or how it is placed on that piece of zoned property; or the size of the property. It is not a change in use or business conducted. We get a number of Boards of Zoning Appeal that issue a variance which allows a roadside market to be established when actually this is a prerogative of the Zoning Commission. This is really not a variance. A variance is something that results in a hardship to the landowner. For instance, an individual buys a piece of property and he doesn't have the acreage required under zoning regulations in the area, say 5 acres, for a home. He ends up with only 4 1/2 acres, but he still wants to build a home. He can apply for a variance. They are saying to that individual, "That is a hardship."

If you are in a area zoned other than agriculture, and you want to start a market, you should go to the Zoning Board of Appeals, and ask for a "conditional use". Franklin County uses this for roadside markets. Conditional use allows you to do a specific thing on that property, but

doesn't change the zoning in the area. If you ask for a rezoning, say from Agriculture to Commercial, then you are allowing everybody interested in starting a business to come into that area. If you ask for a conditional use, then every case has to be acted on individually by the Appeals Board. In this way, you keep other businesses out of the area, which may be quite important.

COMMENT:

In issuing these conditional permits in general, they do have a series of stipulations--they do require inspection, there is a fee, and permits are renewable yearly. So, you don't have a lifetime guarantee for that \$50,000 market. You have a one-year option. Presumably, unless a significant violation is found and not remedied, a business is supposed to get automatic renewal, but that still isn't guaranteed by law.

One step that I recommended is the writing of a provision for conditional use into your township zoning resolutions. Then they are permanent. What I am suggesting is that the rest of you get the Zoning Commission to get a provision written into your zoning resolutions defining what the conditional uses are within agriculture, commercial, and industrial districts. In the courts today, if you don't have it spelled out specifically in the law, the judge will say, "You really didn't specify that in your resolutions, and you can't require it." The courts look very specifically at what is written into the resolutions. To protect yourself as a farm retail market operator you need to make sure that proper definitions of farm retailing are written in the resolutions.

Q. WHAT WOULD YOU CONSIDER A GREENHOUSE?

A. Greenhouse usually comes under commercial, because you are usually growing and selling and also buying for resale.

Q. YOU ARE GROWING AND SELLING ON A PAR, TOO?

A. Usually, it is the same as a roadside market. If you grow it, you can sell it there on your own property. But, if you bring in bedding plants and other things from outside, you are into commercial.

COMMENT:

I realize that. I now have a piece of commercial property on which to build a roadside stand. I asked before I bought the property and they said, "Well, put up the greenhouse and that will be conditional." When I built the greenhouse on the farm four years ago, zoning inspector tried to tell me the greenhouse was commercial. After I talked to the building inspector for an hour or two he said it was okay to put the greenhouse up, as long as I didn't grow anything. I'm going to put the greenhouse up and see how it works.

- Q. WE ASKED FOR A VARIANCE. IT HAS BEEN TWO YEARS, AND WE HAVEN'T HEARD ANYTHING; WE ARE STILL OPERATING.
- A. Some of those things may fall in that same category--they don't know what to do. Here you have two individuals, who may have different opinions, so you continue to do what you want to do. They usually don't say anything about it.
- Q. SUPPOSE THE ZONING INSPECTOR TELLS ME I MUST MAKE CERTAIN CHANGES IN MY OPERATION. HE LATER, OR SOMEONE ELSE LATER TELLS ME SOMETHING DIFFERENT? JUST LIKE THE HEALTH DEPARTMENT GUY, WHO COMES OUT AND SAYS, "YOU'VE GOT TO HAVE THIS AND THIS AND THIS AND THAT." I SAY, "WELL, DO I OR DON'T I?" DO I TAKE HIS WORD FOR IT?
- A. May I suggest one thing? Tell him to put it in writing, and give the zoning regulation number or state code which applies. The individual inspector should put it in writing, and state what law or regulation he is quoting and why. This way you have a record. Then you can say, "Here is what I was told I had to do. I'm just doing what I was told."

COMMENT:

Any regulatory agency is supposed to be enforcing the rules of the land. We defined a roadside market, which at the moment was limited to the selling of produce grown on the farm. We had five farms wanting to buy outside, so we had a nice long definition of roadside market that includes specifically the growing and selling of products produced on and off the premises--includes, but not limited to fruits and vegetables and related items, cider, cheeses, and on down the line. We changed the definition of an agricultural district, and have found it to be a much more acceptable way. It was not a variance for one person or a conditional use for one person, but rather applied to the whole township. Therefore, it was not specific to us and was not making any specific concession. Technically, everybody who sold a few raspberries to a local store was in trouble. In a sense, it covered what half the people in the township were doing already. The second thing we did was institute an intermediate category district, which we called a limited business district, that fell in between the agriculture and the C-1 and C-2 business districts. We specified a certain number of primarily home occupations and/or service related agencies which could be carried on. This allowed us to expand the scope of an agricultural district to include roadside markets.

- A. That is really what I was saying when I said to make sure you get in your resolutions the definitions of what you want. It is up to the people what they want in the resolutions. The Zoning Commission writes up the resolutions. If you don't serve on the commission, and get your definitions in there, you can not expect someone else to look out for you.

In the same way resolutions can be changed, every one of you who have zoning resolutions can get them changed. You can update your definitions. Matter of fact, most lawyers would indicate that a high percentage (say 80-90%) of the zoning resolutions won't stand up in court because they aren't written properly. They really need to be revised and updated. Define what you are trying to do, and then you can justify it in court. Make the definition cover the businesses that you have in the community.

Health regulations vary from county to county; township zoning varies from township to township and from state to state. It is not a simple issue. We have about 700 townships in Ohio that are zoned, and about five or so which have uniformity within the county. When you jump from township to township, you don't know what you should be doing. Go to the Zoning Board, or Township Trustees, and get a copy of the zoning resolutions. If you don't like what is there, change it--because it can be changed. The law was set up so it can be changed but if the township has 20 farms and 200 non-farm residents, a considerable effort is required. It may take many months even in the best of cases. Every resident has the right to be heard.

HANDOUT FROM ALBERT R. PUGH

RURAL ZONING*

Historically in this country, the use of land has been considered an individual's right to use, alter or enjoy through ownership. Today, the concept that a land owner may use the land as he chooses is valid until the choice has an adverse or harmful effect on other people living in the community. Zoning helps to reduce conflict and incompatible uses.

Zoning helps to accomodate the desires of individuals, while considering the other people in the community. It is a result of our modern and complex society.

The purpose of zoning is:

1. To put land to its' best use.
2. To help protect or maintain property value.
3. To promote health and safety of people.
4. To help provide orderly growth and development.

People generally do not understand zoning and how it is to function in our society. Zoning only becomes an issue when the land owner plans to change the operation or business. The first person usually to come in contact with the land owner is the zoning inspector. His job is to administer the zoning resolutions. He has to be fair, but must enforce the zoning resolutions. He is hired by the township trustees or the county commissioner (Co. Zoning). The zoning inspector may approve an application if it meets all the criteria in the zoning resolutions. He can not make exceptions to the requirement of the resolutions. This is the function of the Board of Zoning Appeals.

The Board of Zoning Appeals consists of five people from the township or County (under Co. Zoning). It is permitted to exercise three functions - appeals, variances, and conditional uses. The board serves as a "judicial branch", but is technically an administrative body.

If the Zoning inspector rejected an application, you have the right to appeal the decision to the Board of Zoning Appeals. Your neighbor could also appeal the Zoning inspector's decision if it did not conform to the zoning resolutions.

People are continually getting rezoning, variances and conditional uses mixed up. This is usually due to the lack of contact with zoning law and the terms used in the resolutions. The following may help clarify the terms and their uses:

*Albert R. Pugh, Extension Sociologist, Community Resource Development, The Ohio State University, Columbus, Ohio.

Variance

Variance is usually granted if:

1. The particular physical surrounding, shape, or topographical conditions of the specific property would cause particular and extraordinary hardship if the literal provisions of the zoning resolution was followed.
2. The purpose of the Variance is not based exclusively upon a desire to increase property value or usage.
3. The alleged hardship has not been created by the applicant for the Variance after the adoption of the zoning resolution.
4. The granting of a Variance will not be materially detrimental to the public health, safety, convenience, or general welfare or injurious to other property or improvements in the vicinity.
5. The granting of a Variance will not constitute a grant of a special privilege, or permit a use not allowed by the existing zoning resolution, or permit a use forbidden to other property in the same classification or district or zone.

Remember, the zoning inspector must disapprove your application before filing a request with the Board of Zoning Appeals (See local zoning resolutions for filing procedure). The board can not grant a variance which will permit a use that is not specified in the resolutions for the designated district.

Conditional Uses

Conditional use permits come to the Board of Zoning Appeals directly. Conditional uses possess unique or special characteristics related to the location, design, size, traffic control, or other methods of operations. Each individual case is considered separately. The justification for applying for the conditional use must be made to the Board of Zoning Appeals.

The general standards applicable to all conditional uses are:

1. Will it be harmonious with the general objectives?
2. Must be harmonious with existing character of the community.
3. Will not be hazardous or disturbing to the people.
4. Will be served by existing public facilities and service.
5. Will not harm people's property or the general welfare of the people.

Conditional uses should be specified in the zoning resolutions. This makes it clear and easier to administer.

Rezoning

Rezoning of a property or area is handled by the Zoning Commission. This is a major change in the zoning ordinance, and a change from the intended zoning ordinance. Example: a change from residential to commercial. The change must go through hearing, planning commission, and township trustee.

Remember, zoning was enacted by the people and it can be changed by the people. It should not be changed every time someone disagrees with the

resolutions. It takes away some of your freedom, but you receive some protection in return. Zoning is not the ultimate in land use control, but it is the best we have at this point in time.

Sources:

Ohio Revised Code, Rural Zoning Handbook, Department of Economic and Community Development, and Ohio Cooperative Extension Bulletin #539, Facts On Rural Zoning.

AN ADVERTISING CLINIC

Ken Keller
Tri-Advertising, Inc.
Columbus, Ohio

We wanted to call ourselves Tri-Ad when we went into business seven years ago, but there was then a pizza parlor in Lima, Ohio that called itself Tri-Ad, and the State Attorney General told us to pick another name. We already had our hearts set on Tri-Ad. There were three of us forming this firm and we liked the way "three" and "advertising" were caught up in this word. But, since there were disputes over the name, we had to call ourselves Tri-Advertising for legal reasons. But if you called us on the phone, we would answer, "Good morning, Tri-ad." But every so often the word Tri-Advertising occurs, and when I see it I'm always brought up short. That wasn't our intent. We are Tri-Ad, and I'm here to talk to you about advertising needs.

When Gene Cravens called me and asked me if I would talk to you this evening, I said, "I've been part of the last three Ohio Roadside Marketing Conventions. Surely I've said everything worth saying on the subject of advertising. At least everything I have to say." He said, "You misunderstand. We figure by now you're probably talked out and are in a position to listen to what we have to say. We would like you to hold your program to a very minimal length and then listen to what our convention delegates have to say. See if there are some questions that they have that you might be able to help them with." I said, "That sounds fair enough."

I prepared an advertising check list to use in our discussion tonight but I only brought 35 copies. I thought after Woody Hayes and the Banquet and with five other sessions going on tonight that would be enough. You'll have to share them, 4 or 5 to a list.

Any discussion of advertising is enormously subjective. I've come to the conclusion that everybody in the world thinks that they are an authority on the subject of advertising. And as I grow older, I'm convinced that they probably are. It is to you as consumers that we advertisers beam our products just as it is your clients that you seek to send your messages to. Here we are, all of us communicating madly with each other, and somewhere along the way we've got to become something of an authority on the subject of advertising. Each of you have respective positions. It was reported to me at dinner tonight that during an earlier discussion some gentleman said that he thought television was just about the greatest thing in the world. And another person stood up and said he thought television was worthless. I submit that both are right. It is the story of the blind

men and the elephant. We are all describing the same animal, but we are doing so from different viewpoints. If there is one ground rule to have as a jumping-off point it is this: that nothing, where advertising is concerned is etched in marble. It is an art, not a science. Market research is an enormously good tool but it is not a substitute for just good plain horse sense. It can tell you a whole lot about your end-user, but it can't necessarily tell you how to reach him and what to say to him. In the final analysis, you need to do that yourself.

The following check list is not for measuring the artistry of advertising because no check list can do this. But I hope that we will be able to use this check list to see if the fundamentals of good advertising are present in your commercial communications. Remember, this is enormously subjective.

Question: Does your advertising arouse interest? Not just attract attention as a belch can attract attention, but does your advertising arouse a genuine interest in what you have to say and/or show? Consider that portion of your advertising which is seen and/or heard at first glance. In print we are talking about the overall layout or flavor of the ad. We are talking about the way the headline is worded, and what the major art element is. Just because you have a large piece of newspaper print doesn't mean you have to use it all. Sometimes the most effective use is to leave a lot of white around your copy. Make your copy small and surround it in white. If nothing else, it will set it apart from a whole lot of ads around it. What about the style of your ad, the content? What about the typography? In the last few years typography has proliferated. Today there are many times as many type faces as when I started 20 years ago. Fascinatingly enough, many of these type faces are illegible. I think ads that use computer graphics or computer headline types are a complete write-off for the viewer. If people have to struggle to read your ad to understand what they see or hear on television, they won't give you that much of their attention time. Reading a newspaper, watching television, listening to the radio are leisure time activities for most of us. If I have to fight to understand what it is you are saying in your advertising, I'm not going to do it. We are talking now about first impressions, the inflection as well as the meaning of the first few words, the spirit of the first few bars of music if you use music in your ad. We are talking about the mood as well as the content of the first few seconds of video. We are talking about the headline in print and the first few words of copy in broadcast. It is my opinion that somewhere in the copy for every ad there is a good headline. The object of the headline is first, to arouse interest. Does yours do this? I read, "We've all heard about Nixon's great mistakes. Here for the first time are the long suppressed facts about John F. Kennedy." Well, I had looked past the headline and I feel that "The most needed book in America" is one of the weakest headlines they could have had for this ad. Here is another on the Central Ohio Transit Authority. The headline: "Arrival Time, Leaving Time, Travel Time, Routes, Maps, Fares, Information, and other things about COTA." Every third word is set in grey. I submit that not many people will take the time to read that headline. It's a smorgasbord.

Advertising Checklist
1980 Ohio Roadside Marketing Conference
January 14, 1980

The following checklist is not for measuring the artistry of advertising (for which no checklist is possible). Use this checklist to determine if the fundamentals of effective advertising are present in your commercial communications.

YES NO

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Does your advertising arouse interest?
(Not just attract attention ... a belch attracts attention ... but arouse genuine interest in what you have to say and/or show?)

HOW TO ANSWER THIS QUESTION:

Consider that portion of your advertising which is seen and/or heard "at first glance."

PRINT: The overall layout or "flavor" of the ad;
headline wording; major artwork; use of
white space; style, content and typography

BROADCAST: The inflection as well as the meaning of the
first few words; the spirit of the first few
bars of music; the mood as well as the content
of the first few seconds of video

NOW ASK:

Do all "first impressions" of your advertising start from where most people are in relation to the subject?

They do, as an example, when you present roadside produce as the freshest (and by inference healthiest) and most economical fruits and vegetables your family can eat ... fresh is best ... possible lead: "While the middle man is making his profit, store fruits and vegetables are losing their fresh."

Or do all "first impressions" start from where most people always are?

They do when all elements work to offer something most people always want: a genuine cost savings; personal service ("To all of you who love a certain apple but can never remember its name, we'll remember it for you."); a giggle

From start to finish, does the advertising continually serve an interest of the people at whom it is directed?

Do all parts of it continue to treat the subject in a way people are interested in or does the advertising continue to provide something people always want?

Is it effortless to follow the logic or "message" of the advertising, and does it "make sense?"

The logic or "message" may not be single thought or sequence of thoughts; it may be an impression or image.

Is the advertising proportionate in length to how much people want what it offers?

In both print ... which can be physically long or short ... and broadcast ... which is a specific length of time ... the advertising becomes too long the instant it ceases to interest.

YES NO

☐☐

Does your advertising know how to persuade?

Does the advertising make it quickly and easily clear that people will serve a self-interest by doing what it urges or suggests?

Serving a self-interest does not have to relate to health, wealth or wisdom. It can be satisfaction of ego, experiencing "perceived" pleasure ("crisp, tart, delicious") -- anything people want more than the effort required to get it.

How does your advertising measure up?

Do all "first impressions" make it immediately apparent that the reader /listener/viewer has a self-interest in pausing?

Does the layout ("flavor") and typography give an impression people can easily understand?
Is the headline easy to speed read, or are the first few words easy to understand? Is the art or video easy to interpret?

YES NO

☐☐

Does your advertising hold attention?

Is it easy to follow what the advertising says and shows?
Absolutely no effort must be required of the reader/listener/viewer.

Is the copy written in plain English and set in a good readable typeface? Are the words conversational?
Is any secondary art (or video) after the opening easy to understand and/or follow?

Ask yourself this question: Do all first impressions of my advertising start from where most people are in relation to the subject? Or do all first impressions start from wheremost people always are--i.e., looking for bargains for example? Do all first impressions make it immediately apparent that the reader, listener or viewer has a self-interest in pausing and taking the time to wade through the ad? If the headline doesn't do it, then the advertising is probably in a large measure wasted. Here is about as expensive an ad as you can create, a full four color ad. The headline reads: You can't buy network radio the way you used to." Is that the best thing they could say by way of headline with this ad? That I can't buy network radio the way I used to? I submit to you that a much better headline is contained in the body copy. In just two months we have grown to cover 13 million people weekly. You see the difference? It seems to me they are looking through the wrong end of the telescope. They are using what should be the last line in the ad, and they are calling it the headline. Then they are taking the real meat of the ad, and they are burying it in the body copy.

I ask those of you who write ads, as opposed to using strictly price ads to read some of your past copy. Read the headline and see if some of your best headlines weren't left in the body copy of the ad. Now in contrast here is an ad for D. L. Blair. "How to Run a Successful Sweepstakes." If I wanted to know how to run a successful sweepstakes, I could be very certain that this ad would tell me something that I needed to know. Nothing cute about the headline, nothing devious, nothing inverted, nothing contrived. "How to Run a Successful Sweepstakes." "How to Pick a Fresh Apple." "How to Know When Green Beans are Really Ripe." "How to Know When You Are Paying the Right Price." By way of contrast here is an ad with the headline, "It Really Works." Well super, what really works? And why, and who cares? I read the body copy and I couldn't find a better headline. Maybe that was the best they had to work with.

Testimonials are a time-honored form of advertising with the simple headline, "Our Customers Say It Better Than We Can." Testimonials work. The research that I just maligned say that they do. Sometimes being cute and being clever and being really with it in an ad can get the job done opposite of what you intended. This headline says, "Don't You Think This is in Vogue." Actually it is in Woman's Day, but who read the copy? If you read just the headline, you thought you just saw an ad for Vogue Magazine and a very well done one, a very expensive one. Be careful about promoting your competition. Finally one which simply says, if you've got it, flaunt it. An ad for Time Magazine. "America's Number One News Magazine." What do they mean by number one? They don't leave you in doubt. Number one in circulation, number one in ad revenue, number one in news stand sales. When you've got the figures going for you, if you've got the price going for you, just tell them. You don't have to dress it up any more than that.

Now I would like to play just two 60 second radio commercials for you. I'm going to play the first five, six or maybe seven seconds of two commercials and show you how we try very hard to "set the hood," for those of you who are fishermen, in the first few second. If you don't you've lost your audience. They are doing their income tax or they're checking out the blond in the car opposite, they are not listening to what you have to say. Okay, just the first few seconds of a couple of commercials.

"Last night about midnight a truck pulled up behind Maple Lee Flowers in Worthington." That's it, five seconds, maybe six. With any kind of luck at all, having heart that much of a commercial you need to hear the rest. Here is another example: "Hi, I'm a freshman. What do you think I am, a member of the faculty?" Again, that is just about as much time as you have with someone on a radio commercial to insure that they are either going to listen or they are not going to listen. They are either with you or their mind is some place a hundred miles removed. I'm going to flatter myself into thinking that you want to hear the balance of those two commercials so this is how they go.

"Last night about midnight a truck pulled up behind Maple Lee Flowers in Worthington. The cargo lock was unbolted; the door opened, and from the truck's dark interior burst a profusion of brightly colored flowers, exotic plants from the far reaches of the land. From California, from Hawaii, from Florida and beyond; from the sultry tropical jungles of South America came flowers and plants as fresh and appealing as a sunlit morning. Because Maple Lee Growing Things looked up to the sun so that for today and for more tomorrows they can light up your life or the life of someone you love. To make sure that our freshest possible flowers stay fresh, Maple Lee makes two deliveries in every section of the city daily. Maple Lee - open every day but Sunday with 24-hour phone service for your convenience. Call 885-5350. Maple Lee, the fresh flower store."

Next commercial.

Man: "Hi, I'm a freshman."

Woman: "What do you think I am, a member of the faculty?"

Man: "Not in threads like those. Boy, you sure look sharp."

Woman: "Thanks. You look wierd."

Man: "Well, look, see you around."

Woman: "I don't mean you look wierd; I mean, well, it's your clothes."

Man: "I was hoping we had something in common."

Woman: "We do."

Man: "We do?"

Woman: "Sure, I buy my clothes from the Hook and Hanger, and you should."

Man: "The Hook and Hanger?"

Woman: "In downtown Delaware, across from Ohio Wesleyan University."

Man: "No kidding, Hook and Hanger?"

Woman: "They've got the look that is right for today. In great names like Crazy Horse, Ann Stevens, Sunday Work Clothes and Jacobs. Those are the best of girl-type threads, but in case you hadn't noticed, for guys Hook and Hanger features names like Levis, Kenningtons, Himalya, RPM, Lifstrata, and HIM."

Announcer: "Hook and Hanger. For the look that is right for today. Hook and Hanger. At prices even a freshman can pay. Hook and Hanger. Downtown Delaware - across from Ohio Wesleyan."

Man: "Hook and Hanger. Hey, where are you going?"

Woman: "Gotta find the chemistry building. I don't suppose you know where it is?"

Man: "Search me, I'm just a freshman."

Woman: "Want to go looking together?"

You can't let down after the headline, but if you don't set the hook in the first few seconds, you might as well kiss off the balance of the spot. Do all first impressions of your advertising start from where people are in relation to the subject? As an example, when you present roadside produce as the freshest and healthiest and most economical fruits and vegetables your family can eat. "Fresh is best," with a possible lead "While the middleman is making his profit, store fruits and vegetables are losing their fresh." Or do all first impressions start from where most people always are? They do when all the elements work to offer something people always want, a genuine cost savings, personal service. As an example: "To all of you who love a certain apple but can never remember its name, we'll remember it for you." Or a giggle, as you giggled on the opening line to the little by-play between the boy and the girl for the Hook and Hanger. Do all first impressions make it immediately apparent that the reader/listener/viewer has the self-interest in pausing, in spending 60 seconds with you, either to read an ad or to hear a spot? Does the layout, flavor and typography give an impression people can easily understand? Is the headline easy to speed read? Are the first few words easy to understand? Is the art or video easy to interpret? All these questions need to be asked about your advertising to answer that first question. Does your advertising arouse interest? Then, flowing logically from that: Does your advertising hold interest? Or hold attention? Is it easy to follow what the advertising says and shows? Absolutely no effort must be required of the reader/listener/viewer for reasons I already mentioned. Is the copy written in plain English and set in a good readable type face? Are the words conversational? Is any secondary art or video after the opening easy to understand and/or to follow? From start to finish does the advertising continually serve to interest the people at whom it is directed? Do all parts of it continue to treat the subject in a way people are interested in, or does the advertising continue to provide something people always want?

Is it effortless to follow the logic or message of the advertising? Does it make sense? The logic or message may not be a single thought or sequence of thoughts. It may be an impression or an image.

Fine old advertising cliché: sell the sizzle, not the steak. Is the advertising proportionate in length to how much people want to hear? In both print which is physically long or short, and broadcast which is a specific length of time, the advertising becomes too long the instant it ceases to interest. Finally, does your advertising know how to persuade? Does the advertising make it quickly and easily clear that people will serve their self-interest by doing what it urges or suggests? Serving a self-interest does not have to relate to health, wealth, or wisdom. It can be satisfaction of ego, experiencing perceived pleasure, talking about what that apple will taste like. Anything people want more than the effort required to get up and go get it. Then the question: "How does your advertising measure up?" Again, I say that these are very subjective feelings on my part. I need to credit Tony Anton of Reader's Digest with many of those thoughts because some of them were borrowed from him. Advertising can be enormously effective. Advertising can be terribly flexible. I should qualify all my remarks by saying that we as an advertising agency, and myself as a copy writer and producer, have not worked with any clients precisely like you. We have worked with a number of retail accounts. We have worked with the Ohio Apple Institute; that is about as close as we have come to working with your type of account, so obviously there has to be some blind area in what I say. But we are talking about the fundamentals of advertising. Things that are common to any product or service, any commercial communication.

An idea illustrating the flexibility of advertising came out of a discussion at the banquet tonight. The idea had to do with what do you do to draw people to a pick-your-own operation when the product line is somewhat limited. In this case the product was red raspberries. Was there a tie-in possibility with some civic or entertainment attraction in your immediate area? For example, were you close to an entertainment park where you could package the whole thing, at least in terms of your advertising, and make people believe that they could spend an entire day as a family doing fun things and having the joy of picking raspberries and coming back with them. Well, not really. There wasn't an entertainment center close enough. What about doing a co-operative advertising effort with two or three other growers in your immediate area? For example, with somebody who might have another product, and you yourself who have red raspberries. Could you form a co-operative advertising pool; could you, therefore, have larger ads with larger appeal because you are now offering a wider kind of service? Could you package up a small map which would show the person who drove in where the other co-operating orchards or marketing stores were located? Could you add some local historical notes to it so that the thing takes day long proportions? It becomes educational. It becomes a family outing. It becomes an opportunity to have fresh, wholesome produce for yourself and your family and have a good time while gathering. I offer it to you as a) how advertising can be flexible and b) and if it has any application in your particular operation feel free to borrow it. My long

suit is the technical aspect of advertising in terms of production, print, broadcast, telecast, outdoor, flyers, logos, letterheads, door hangers, skywriting, carrier pigeons. We co-oped in a project in which homing pigeons were used and it was very attention getting--but it didn't work because one of the pigeons launched from the 15th floor of the Leveque-Lincoln Tower didn't fly. The SPCA got involved, etc. Any questions about advertising? About any of your advertising?

Q. ONE PROBLEM I SEE IN MY ADVERTISING IS WE HAVE A PRODUCT THAT IS SEASONAL AND NOT AVAILABLE YEAR ROUND.

A. I have an answer for that, but let me suggest that you spotlighted one of the differences between the media. If it were my client, I would give him what we call an overlay, which is a piece of art that goes over another piece of art. The piece of art that goes over the base piece of art would say simply, "Sold Out. Thank you for your Patronage. See you Next Spring." Or words to that effect. I would leave the overlay, the second piece of art, with the salesman at the newspaper so that I could call him up in anticipation of about 24-hour lead time and say, "Okay, I want you to run my final ad." That means with the overlay. Presumably a day or two after that, whatever their lead time is, your close-out ad would occur.

Q. WHAT ABOUT THE PERSONS WHO DID NOT SEE THE AD AND COME OUT TO YOUR FARM OR MARKET?

A. Did you encounter much ill will from people who said, "But you said in the print that you had that?" I'm afraid when you deal with a seasonal item like that, that is a very real risk. I wonder if you can't make lemonade out of that particular set of lemons. Could you have a very inexpensive IOU printed up and tell the disgruntled customer, "We are really sorry we inconvenienced you. Here is a form. If you bring this back next year, we will be happy to give you something in return for the inconvenience which you have been caused. Oh by the way, while you are here may be show you what we do have?" If you arrive on the day of a sale at a department store and they are out, they give you something that is either mandated by law or dictated by a good salesmanship. See if you can't turn that negative into a positive.

Q. WHAT PERCENTAGE OF MY SALES SHOULD I SPEND ON ADVERTISING?

A. You are talking about developing the budget as opposed to allocating it after you have made that decision. I know that there are all kinds of formulae for different businesses and industries. You should spend ten percent; you should spend twelve percent; you should spend seven percent. I tend to shy away from that. Let me propose to you that you come about it differently. What is the message you have to say, and how often must you say it? If it is sufficient to say that this variety of peaches is in and your track record shows that it is strictly an informational thing, then you don't have to sell them. If all you have to do is make the public

aware that they are there, then three or four newspaper ads during that season would be sufficient. If you are in a highly competitive environment where you're not the only one that has this particular variety of peach available, then you are going to have to work at it a little harder. It is my very firm belief, that two media work better than one; better by far than simply 50 percent better. I guess it would be a hundred percent better; I'm also very bad at math. We say that electronic media exclaims, and the print media explains; but you need them both for effective salesmanship. You need the electronic media, if not to make your orchard or roadside market a household word, at least to create some familiarity. This is true particularly if it is a tough word and particularly if it contains your name and there is room for mispronunciation. Nobody wants to appear stupid; nobody wants to call up and ask for Pete and be told the name is Pierre. That is a turn off. So if you have a particularly tough name, I think you need the electronic media to tell people how to pronounce it. Smuckers did a good job with the "with a name like Smuckers it's got to be good" ads. It took a forbidding and somewhat foreign and difficult name and made it commonplace and comfortable. Then the print comes along and does the explaining for you. Let the radio exclaim. If it doesn't sell a product, if all it sells is your name and a good feeling about you, it can exclaim. It is a mood medium. It can create a quart of berries. Then your print comes along and does the actual selling with the hard facts, the season, a little map on how to find you, prices. I would like to urge you to think in terms of two media, at least.

Q. HOW EFFECTIVE ARE BILLBOARDS, AND HOW MUCH CAN YOU PUT ON THEM?

A. A standard in the industry is absolutely no more than seven words. The best billboards are always one word. Marlboro. That is all it says. Winston. Coke. A funny story about Coke. When they first went into outdoor ads they used to say, "Drink Coca-Cola the pause that refreshes." I can almost recreate the conversations between their brand manager and their advertising agency saying, "Why do we have to say, Drink Coca-Cola? What else are you going to do with it? Put it in your radiator? Let's just say, 'Coca-Cola, the pause that refreshes.'" So for years that was the outdoor billboard. Then somebody came along and said, "Well, we aren't going to use 'The pause that refreshes,' anymore. What will we replace it with?" "Well in outdoor let's not replace it with anything. Let's just say, 'Coca-Cola' on the billboard." Then they did that for a few years. Finally about four or five years ago somebody must have said, "Do you realize we are the only people in America who call our product Coca-Cola? One hundred and eighty million Americans call it Coke. And we are calling it Coca-Cola. So now the billboards say Coke. Well, if you've got a product that has a built-in awareness, that is all you need to say. All you need to do is tweak the mind of the consumer into buying Coke. If you are selling tax-deferred annuities, you've got no business in being in outdoors in the first place. It is as simple as that. You really ought to sit down just

for the fun of it sometimes and say, "What are the fewest number of words that I can use to describe my product or my service or both, and position it relative to the competition?" A rule of thumb is if it is seven or fewer, outdoors can be a good thing. Outdoors can be very good for locating. Turn Left, Next Exit. Turn Right, Next Exit. Turn Up. Turn Down. Outdoors can do that for you, if you are kind of tough to find. As a sales vehicle, no. As a memory jogger, yes. I don't know of any product or service that uses outdoors as its primary medium, but obviously a lot of people use it as a secondary medium.

Q. IS HAVING A LOGO A GOOD IDEA?

A. Logo is an awfully good idea, but I've known people to spend an awful lot of money in developing a log which pleases them, and then there isn't sufficient exposure to have warranted the expense. Who are we talking about seeing your logo? Is it going to go on your business card? Is it going to go on your letterhead? Your envelope? Your checks? A logo was designed initially to stand in place of something. So the key is what is it to stand in place of? I think a logo is a very nice thing to have, but to me that comes under a separate category called corporate relations. I don't think a logo is advertising unless you have a very complicated name and a logo can somehow accomplish what we were talking about accomplishing in radio. If it can "friendly it up" it can help someone visualize your operation. For instance, a beer I saw in California, "Does XX," use the XX logo to mean two X's in Spanish? This bridges communication gap for those who don't know Spanish.

A logo, like a brochure, has become almost a cliché of our business. When someone comes to me and says, "I'd like a brochure," my mind immediately thinks, "Yea, but what else can he do?" Brochures are fun to do. I love to write them; I love to lay them out; I love to put all the copy together. They are simple, but I'm not sure they are effective. Is there another thing that could be done? We've sometimes used postcards in place of brochures. They are certainly easier to handle. We've used recorded announcements on the little Evi-tone sound sheets in place of a brochure. Some people will take them home and play them and some people won't, we have discovered. They are not a one hundred percent failsafe alternative to a brochure. But, before I would spend \$300, \$500, or \$1,000 to have a logo developed for me, I would want to know that it really was going to do a little more than just make my business a little more couth. On the other hand, maybe couthing up the business is all that you would like to do.

Q. WHAT DO YOU THINK OF MY BUSINESS CARD?

A. We are talking about a conventional business card, in terms of size. It is a white card, index weight; on it is printed, in black ink, Fashion Farm, Inc. Lawn and Garden Center. Farm Produce and Fruits.

Q I THINK RADIO SPOTS SHOULD BE SHORT AND SWEET. HOW DO YOU FEEL ABOUT THEM?

A. One idea, simply expressed and repeated two or three times, is fundamental advertising. I frequently tell people, "Don't put your telephone number in your radio advertising." "What? I couldn't do that. I've got to have my telephone number." No. Tell them your name three times and tell them you are in the white pages. They're not going to remember your telephone number. Tell them where to find you because at that point in time, chances are they are probably in traffic anyway. That is where the bulk of radio listenership occurs, certainly at the drive times of the day, 7 to 9 a.m. and 4 to 7 p.m. People are in traffic; they aren't going to stop and pull out a pencil and write that down, but tell them where you are. Tell them what you have. And tell them where to find you. If you've set the hook, I think they'll find you. I really think that one idea simply expressed is preferable to laundry list. Certainly in radio.

Q. BUT SHOULDN'T YOU LET PEOPLE KNOW YOU HAVE MORE THAN ONE THING TO SELL?

A. Well, you can do that. I'm not suggesting that you throw it away. Let's say you've got a 60 second spot. Let's say you spend 40 seconds selling one item. You spend an additional 10 seconds locating yourself in one form or another. You can spend the last 8 or 9 seconds, whatever is left to you saying, "Oh and by the way, ABC Gardens is also your headquarters for. . ." Or words to that effect. But the bulk of the commercial, the bulk of the sale, I think should be a single idea, whether it is a single product or not.

Q. WE ARE IN THE PROCESS OF LOOKING AT RADIO ADVERTISING TO INCREASE OUR CUSTOMERS. WE ARE WONDERING HOW WE SHOULD LOOK AT A PLAN CONCERNING HOW OFTEN WE NEED ADVERTISE, FOR HOW LONG. ARE TWO 30-SECOND SPOTS BETTER THAN ONE 60-SECOND SPOT?

A. Essentially the man or woman who will sell you the radio time will have an awful lot of data that he or she would be delighted to share with you. Most all of it is developed by the NAB, the National Association of Broadcasters, and it is all done very honestly and openly with the intent of making you buy time enough to promote a presidential candidate. Most of it is founded in fact, but I also think that you need to be aware that it is a sales effort. You do in to buy a modest four-door automobile with black walls, heater, no radio, and you end up driving out in. . . you can finish the sentence yourself. Somewhere between what you want to spend and what the sales person wants you to spend is probably a pretty good place to be.

Q. WHO DO YOU LOOK TO TO WRITE THE COPY IN THIS SITUATION? THE RADIO PEOPLE? OR TAKE YOUR OWN STAB AT IT?

A. Let me tell you what an advertising agency does. For discussion purposes we will say an ad costs \$100 if you have a radio station write your copy. If you hire an advertising agency, I will sell it to the advertising agency for \$85. He in turn will sell it to you for \$100; you aren't paying any more than you would pay than if you paid the station directly. That 15 percent differential is what the advertising agency is paid for writing your commercial and doing the necessary setup work. Let me be very honest with you, no advertising agency can stay in business on 15 percent unless there is an enormous media buy; I'm talking about a national buy. Something where they are spending in the millions of dollars, or at least in the hundreds or thousands of dollars. Most advertising agencies you talk to will put a surcharge on that 15 percent. They would say, "I will write and produce your commercial for \$100. We will subtract \$60 of that because that will be my commission on the radio time that you buy so I will put a surcharge of \$40." You end up paying an amount in addition to the base amount for the radio spot. Which way should you go? Which way is better? I don't know what to tell you. Typically, people who are in advertising agencies have come through the media; they've earned their wings. They have done more writing than a continuity director at a radio station has. I certainly am speaking with a bias. I need to make that very clear. I would investigate a reputable advertising agency and hear what they have to say. I would talk to the media directly and see who would be writing my spot. In a big station, they might have someone, a very competent copywriter, on staff to do nothing but write your advertisements. In a smaller station it may be the salesman who sells you the time; a very good copywriter and a very bad salesman. Typically, he can't be good at both. This is another subjective bias of mine. Good copywriters spend an awful lot of time with their thumb in the ear or their mouth, and really are very introverted people. I speak as a copywriter, a person who has done this for 20 years. We're not good salesmen; we don't want to be. A good advertising agency needs the back room type like myself to get out the advertising, and it also needs the guy with the shine on his shoes and the smile on his face to maintain client relations and to do the buying. I would go to an advertising agency and ask to see two or three pieces of copy that you have created. I would go to the radio station and ask to see two or three pieces of copy that they have created and try to make a judgment.

Q. WHAT ABOUT DIRECT MAIL?

A. I can't think in terms of direct mail as a viable advertising medium in your industry. Probably this bespeaks my ignorance of your industry. We use direct mail very, very much in our business. Never by itself, always in cooperation or adjunct with a radio campaign or a print campaign. Direct mail has been extremely effective in improving your rate of response. If you get a 3, or 4, or 5 percent response without direct mail, direct mail can improve that to a 5, or a 6, or a 7 percent. I would not recommend it as a primary.

medium of advertising. But direct mail has a lot going for it. It is really inexpensive. I don't know what they would be in your market, but in our market there are shops like PIP (Postal Instant Press), Quik Copy, the Inkwell, Insta Print. These are little, fast, one color print shops. They can put out a thousand pieces of literature for about \$5.70 plus tax and typically they can do it overnight. You know what it costs to mail a letter, fold it, seal it, stamp it, lick it. The big question with direct mail is always, "Where does the list come from?" "How good is it?" "How recent is it?" There are a lot of services around the country who would be happy to sell you mailing lists based on zip codes. They are becoming progressively more sophisticated all the time. I can, for example, buy a list in Columbus, Ohio. I can specify the three zips that I want to mail to. They are the three higher-income bedroom communities surrounding Columbus. Bexley, Arlington, and Worthington. That is 09, 21, and 85. I can then qualify it further and say I only want male heads of households, and I want them between 20 and 45 years of age for prime automobile years. So I have refined that list down to a fare-thee-well. If you deal with a reputable direct mail house, you can get a list that is extraordinarily targeted to your optimum end-user, whoever he or she is. You need to know your market. You would be well advised going in to ask how many times you can use this list for it isn't always in perpetuity and then you have to pay a re-use fee.

Q. IS ADVERTISING AN EXPENSE OR AN INVESTMENT?

A. I would say to you that advertising is every bit as much a cost of operation as fertilizer, seed, whatever your other overhead items are. It must very definitely be computed into the total cost of your product. I would think you would want to have a fund set aside on a just-in-case basis so that you would not be rigid. For example, let's assume that for reasons which we can't know here, you end up with the only really good viable crop of a particular crop in your area. Obviously you have reason then to break from your budget and run with as much advertising as you feel you need to just absolutely sell out of it.

Q. CAN ADVERTISING GUARANTEE INCREASED SALES?

A. We can only bring people into your stand. I will not be responsible for what happens at that point. I'm afraid I'm not going to let you off the hook quite that easily. We tell our clients that. If you're going to fire us, fine, that is your prerogative. But I want you to make sure you know why you are firing us. I don't want to be fired, for example, if your customer meets a rude or indifferent salesperson. I don't want to be fired if, having gotten them through your front door, you're not as competitive as you told me. If the customer comes and finds something different than they thought they were promised in the advertising, somebody should be fired, but not the ad agency. The ad agency has to know your good and bad points if it is to represent you effectively.

Q. HOW DO YOU DETERMINE HOW LONG AN AD SHOULD RUN OR THE EFFECTIVENESS OF AN AD?

- A. In terms of how long a basic ad, a basic sales ad can work, it's cliché time again. We say that about the time that your wife, or you, or both are getting to sick to death of an ad is just about the time it is beginning to make inroads into the population at large. Remember, people whose product is being advertised, when that ad comes on the radio, they say, "SHH." "Turn it up." And you listen. "Be quiet kids, I want to hear my ad." But the rest of the world is not doing that. The rest of the world is not hearing it. Some FM radio stations consistently reduce the volume when the commercials are on because they say they don't want advertising to intrude in their music. One FM station claims that that is not so, but we have put VU meters (volume meters) on their signal and their program level does run here (up) and their commercial level runs here (down). There is nothing we can do about it, they are such a force in the community that you can't refuse to buy them. But you can know as a practical matter that an awful lot of households that they claim to be reaching have dishwashers running, vacuum cleaners running, children running, and that commercial is not being heard as often as you would like. In advertising, reputation is repetition. We would like to believe that people are succumbing to our incredibly well-written and thoroughly logical sales statements, but in fact it is repetition.
- Q. WE FIND THAT IF WE HAVE A SPECIAL FOR A WEEKEND AND THEN RUN THE SAME SPECIAL THE FOLLOWING WEEKEND, THE SECOND WEEKEND IT WILL BE LESS EFFECTIVE THAN IT WAS THE FIRST WEEKEND. ARE WE DEALING WITH THE SAME PEOPLE? DID THEY BUY THE FIRST WEEKEND AND DIDN'T WANT THE PRODUCT THE SECOND WEEKEND?
- A. That is possible. If you assume that there is a finite number of people who want any given product at any given point in time. But you're talking about a specific promotion as distinct from an on-going piece of image advertising, and that would be the example that I was using earlier.
- Q. IN OUR EXPERIENCE, ADS ONLY DO SOME GOOD UP TO A WEEK ON A SPECIFIC ITEM. WE'RE TALKING ABOUT A SPECIFIC PRODUCT, SAY A HEAD OF LETTUCE.
- A. That is where you become the authority. That's where if your advertising agency says what I've said to you, you should say, "No you're wrong in my area" of experience. You are the guy on the line, day in and day out, year in and year out. You have that expertise. That is where the art rather than the science of advertising comes in. You can find contradictions in most any advertising program results. Having the right product at the right price, the right place and time are important. For instance, Lazarus, a Federated store, in Columbus once advertised Levis and were the only ones in Columbus with them. The result was such a mob that the police had to be called for crowd control. For a product such as lettuce you have a different situation. Is the customer again ready to buy a head of lettuce just one week later? Perhaps not. Perhaps you've simply used up your realistic potential consumer audience. I'd like to talk with some of you to find how far you pull customers.

Q. AREN'T RADIO SPOTS LESS EXPENSIVE THAN TELEVISION?

A. By and large they are. First I must explain that all advertising is based on cost per thousand listeners on viewers reached or it should be. If I'm a television station and I want to sell you a spot for \$500, and I'm going to talk to 500,000 people, and a radio station is going to sell a radio spot for \$100 and deliver a 100,000 audience, the cost per thousand (or CPM) is identical at \$100 per thousand. At any given time of day radio station listenership is up or down. In the morning it goes up as people get up, turn on their radio to hear the news, get in the car, drive to work. At 10:00, which is called "housewife time," the radio dips way down. At noon listenership comes up. Then it hits afternoon soap operas on television and the bottom falls out. About 3:30 or 4:00 in the afternoon it goes up sharply again as people finish business, get in their cars and drive home. At 7:00 at night it falls again. The radio station says, "Our rates are based on cost per thousand. We have our greatest listenership in the morning, therefore your rates will be the most in the morning. During "housewife" time our listenership falls off so we'll cut our rates back. During afternoon drive time (4 to 7) our rates go up because our listenership goes up. After seven o'clock at night we will pull them back down again. Tell me when you want to advertise and I'll tell you how much it is going to cost. The package says, "Forget all that. We're going to give you three spots in morning drive, three spots in "housewife" time, three spots in afternoon drive, and we're going to package it up and sell it to you for \$150 or \$300 or whatever. If the station is reputable, it is a good thing to do because typically you will be getting a rate lower than you would get all those spots for individually. What the station gets out of this is probably more spots from you than you might buy yourself, left to your own devices. There are TAP plans, total audience plans, Participation plans, Mighty Mites; I would look at them seriously.

Q. CAN YOU BE SURE THE TYPE OF AUDIENCE A STATION GETS?

A. No, but the station should be able to tell you that. Stations determine their listenership by the music they play. Almost every market has one hard rock station for the bubblegum set. It has one country and western station which is an enigma to me because country and western cuts through all; there is no such thing as a country and western audience. Because it can go from the highest-paid professional to the lowest-paid blue collar worker. But there is also a good music station in most markets. There is perhaps an all-news station. You buy your station on the basis of the kind of music that you perceive that your prime consumer listens to. If you have a question about that, here is a suggestion. Take a survey. For two weeks, every time somebody drives into your market, ask them what station their car radio is tuned to. Many years ago when television ratings were brand new, if you asked people what they were listening to on a Sunday afternoon, they were listening to Ed Murrow. Or Wide, Wide World with Dave Garaway. Except nobody really was, that is what they wanted you to believe they were listening to because they thought that was the answer you wanted them to give. In fact they were listening to

the wrestling matches or the ball game. We've gotten somewhat more sophisticated now. You can listen to what the ratings have to say, but I once was on the air for a car dealer. He had radio salesmen coming in and saying, "Boy, our radio station is top-rated when you want to buy it." He finally went out to his service manager and said, "Every time a car comes in, tell me where their radio station is set." In about three weeks time he had more information on what his customers listened to than he could have gotten otherwise.

Q. IS THE ANNOUNCER THE IMPORTANT PERSON RATHER THAN THE STATION?

A. I happen to think Spook Beckman is an enormously effective salesman to the people in Columbus who listen to Spook. I think they genuinely believe him. I think the same thing is true with Bob Braun. I think the same thing is true with John Frame. Probably in any other market a similar story can be of a particular personality. But no salesman can overcome an inappropriate price, a price that is inappropriate to a produce. Very few salesman can overcome a difficult buy like, "you've got to send a check or money order to Chicago who then drops it to Tennessee who will then filter it back through Washington." Nobody can follow those kinds of directions. So I don't believe it is fair to credit a man like Spook for all the sales, he has made nor hold him responsible for all the lack of responses he's had.

Q. WHAT ABOUT AN ANNOUNCER WITH A WIDE AUDIENCE WHO RECENTLY MOVED TO A SMALL LOW POWER STATION FROM A STATION WITH STATEWIDE COVERAGE?

A. Yes, I think he is very effective, but you are talking about relatively small numbers. WCOL simply doesn't get out of Franklin County, electronically. When he was on WTVN you could hear him through your bed-springs in Cleveland, but WCOL just isn't that strong, especially at night and in the winter when they cut their power way back. I believe it ultimately gets down to something like 500 watts or perhaps a thousand. That is just not enough to stretch it to the city limits. There are limiting features. That old-style hucksterism is enormously effective but what about the music he plays? What is happening to his audience? Is his audience changing? There was a very irreverent thing that was said about The Early Worm on WBNS in Columbus, for many many years. For years they've said he was the top salesman in Columbus, and without question he was. Then you reached a point that with his music you were saying, irreverently, "Every time someone dies in Columbus, the Early Word loses a listener." Again that teamwork concept. If he is making effective sales, but his station isn't letting him program to a broad spectrum of people and they insist on the Top 40 bubblegum rock set, that is a limiting feature that he can't overcome.

Q. WHAT IS YOUR OPINION OF USING LOCAL NEWSPAPERS?

A. By local may I assume you mean neighborhood or weeklies? I would look carefully at the paper. My impression is that some weeklies are very well-read. The weeklies around Columbus have picked up a trick of publishing the school luncheon menu in them and mothers read them very carefully so that Johnny doesn't have the same thing at dinner that he

just bought that noon at the cafeteria. That is a very clever thing to do if your job is to increase circulation. I think that more and more local papers are being owned and operated by people who have worked for the dailies and are taking some good ideas with them to the local level. They are becoming tuned and honed in to their particular area. With that kind of attitude, I don't think they can help but build readership. I would leave it to you to make a judgment as to how effective, how aggressive the local newspaper is. More and more in Columbus, we are putting more and more dollars into weeklies because people do read them. I think the key is that you've got to be geographically appropriate to them.

Q. AT THE BEGINNING YOU SAID YOU WERE MAINLY CONCERNED WITH RADIO AND PRINT ADVERTISING. WHAT ABOUT TELEVISION?

A. Television is a lot of fun. Television is fun to write for; it is fun to produce for; it is fun to see your ads take shape on television. But television is right now checking the outer limits of how it can price itself. The national advertiser is looking at network rates going through the roof. I'm sure you've read about them, \$200,000 for a 30 second spot, \$300,000 for a spot in the Super Bowl. Astonishing costs. So what they are doing is saying, "I can save dollars by buying individually in the markets that I service. I'm targeting my money better. I'm not wasting. If I don't sell in Milwaukee, what do I care about the spot airing in Milwaukee?" So the national advertisers are buying up more and more local time. The television stations are having a field day because they have discovered that they can price their spots almost through the roof and it still constitutes a savings to the network sponsor over buying a \$350,000 30 second spot in the Super Bowl. That is all well and good, but what does it mean to the local advertiser? It means that the spots he used to buy for \$60 or a \$100 or \$300 in the evening news are now up to \$450, \$500, \$600. I believe television is pricing itself out of reach of the local advertiser. That is problem number one. Problem number two is we're a much more sophisticated television audience than we were ten or twelve years ago. We will no longer hold still and sit there and watch a person stand up on screen and pitch us a product or a service. We want to be entertained; we want special effects and music and dancing girls. We want full production. So in addition to an exorbitant media charge for television, you need to have enormous sums of money put into production. Still, if you've got the right product at the right price and it is the right time a little ten second spot on television saying, "Hey, T-shirts are in, come and get them." It just might get the job done. But I wouldn't try to buy anything more than a ten. Again, sit down and figure out how to get your message across with the least number of words. Television does give you the added visual medium; you can be talking about T-shirts while people are reading Route 3, just west of Plain City. You don't have to repeat what is on the tube. People can think at two levels. They can hear "peaches" and see an address and put them together in their minds. I don't want to rule out television, but I sure want to throw a caution flag at it. It is fun to work with but awfully expensive.

Q. HOW CAN ONE DETERMINE THE NUMBER OF BILLBOARDS NEEDED TO COVER A MARKET?

A. I can only respond about Columbus, Ohio. And essentially they would like to sell you packages. It is the package concept; they have what they call a 25, 50, 75 and 100 showing. Contrary to what that sounds like it doesn't mean 25 panels, 50 panels, 75 panels, and 100 panels; it means 25% of the driving public of Columbus will see this number. If you want to reach 25% of the driving public of Columbus, you must buy this number of boards. If you want to reach 50%, you must buy this number of boards; 75%, this many; and 100%, this many. A number 50 showing which means you want to reach 50 percent of the driving public of Columbus in a week is approximately 37 billboards. The price on that is about \$2,000. That would give you 37 boards, 37 different locations for one month. It is the big board; it is what we call a 30 sheet board. All you've bought is the board and the posting, now we get to the art work. It is not super expensive, but it is going to double your cost. Because what you must do now is go either to an advertising agency or to the outdoor company and they would work with you. They would silk screen it. We call these 30 sheet boards because it used to take 30 pieces of paper to post the board. Now it takes 10 pieces of paper because we use larger silk screening print. They still refer to them as 30 sheet board. It is 10 pieces of overlapping paper which go up on a board with paste. They cost about \$20 for maybe a three-color board. Obviously, the more color you add the greater your cost. But I would say that you could have a one month showing of 35 to 40 boards in Columbus for about \$4,000. Again cost per thousand, in your larger markets that cost will go up and in your smaller markets that will come down.

Q. IT HAS BEEN MY EXPERIENCE THAT WITH DIRECT MAILING BY THE TIME ALL COSTS ARE INCLUDED YOU MIGHT HAVE 40 CENTS PER CUSTOMER.

A. I would think so.

Q. WITH A NEWSPAPER AD WE CAN DO BETTER THAN DIRECT MAIL AND COVER EVERYBODY.

A. You are certainly right. I was perhaps a little too brief in my remarks on direct mailing. In newspaper you will also cover people outside the mail list area. Let's say 4000 direct mail pieces at \$.40 a piece is \$1600. Sixteen hundred prime prospects as opposed to perhaps \$1600 would buy you a half page ad in the Columbus Dispatch or two quarter page ads for 600,000 readers (the Dispatch circulation of 300,000 times 2). I think I would opt for the newspaper at that point. But there is a point at which they overlap or pass or do whatever curves are supposed to do. It would take some figuring; you would have to sharpen your pencil and work at it a little bit. Then again, I don't know how you can target people who eat red raspberries. You can target very effectively people who could afford to drive a Buick automobile. You can target women who would be making decisions about carpeting. But I don't think you can target people who might buy your fruit; it is too broad.

Q. DO YOU FEEL THE USE OF THE YELLOW PAGES IS NECESSARY?

A. I feel very much about yellow pages as I feel about outdoor. Under the right circumstances, they can be a very effective sales medium. I think that they are in some instances almost a must to create the final linkage between advertising and sales. I've got to be able to find you. I've got to have a good feeling about your company which means that maybe you need to have a little size to that yellow page ad. Again I'm talking about a certain set of circumstances which may vary from case to case. But I've got to have a good, reasonably solid feeling about your company. I've got to find you readily; I don't want to have to squint; I don't want to have to work at it. I think yellow pages are kind of an inescapable adjunct to a well-rounded advertising program. It can be a very small display ad. Yellow pages would be at a secondary level, but would be at the head of the secondary level list. Good newspaper, good radio, yellow pages if you can afford it, that to me is a minimal combination for maximizing all of your media.

Q. DO I HAVE TO APPLY FOR A BULK MAIL PERMIT?

A. Yes, you must apply for it. Bulk mail requires a great deal more effort on your part than would buying a list. You have to separate all the mail by zips; there are various forms and so forth that you have to fill out. It is certainly not prohibitive, if you can buy casual labor, perhaps high school students. You can certainly get that done reasonably economically. It does require more effort on your part. I would think that a bulk mail business post card could be an extremely good thing to do if your budget permits. I would think of a very nice colorful photograph on one side, a color print job of my product and on the back left-hand side which is the message side a little handwritten note from you perhaps. "Peaches are in and they are really super this year. Come see us." Then bulk mail that.

We are talking about a little bit of price. There are some places around that will produce post cards in glorious color for next to nothing. Two thousand for \$140 with maybe even some writing on the back. Kordette Color in New York is one such place. There is also a place in Kansas City, Missouri called McGrew Colorgraphics. Your public library will have yellow pages of these cities so you can look up these addresses. You might write either one of those places for their catalogue and I think you will be astonished at what a really super job they do. Of course you are going to have to set it up. Don't waste good printing with a bad photographer. Pay a commercial photographer to take the picture that you want. If you could have a little stand-up card in the foreground with your name on it, that localizes it. That means that you didn't buy that picture from a stock photo house. This is your product; this is absolutely your product because there is a little stand-up easel in the foreground that says, "Fashion Farm, Inc." or what have you.

Q. WHAT ABOUT USING BROCHURES AS REMINDERS THAT YOU ARE OPEN AND READY FOR A NEW SEASON?

A. This sounds interesting. Could you use them as self mailers with the customers addressing them at a previous season visit?

Q. DO NEWSPAPER COUPONS HELP BRING CUSTOMERS IN?

A. Let me share with you something that is not my conviction, but I think it could easily become one. David Ogelby said, "Newspaper ads with coupons are much better read than newspaper ads without coupons." He got to the point where he ~~would~~ put coupons in newspapers ads and didn't much care whether people used them or not. The point is that his ad readership would go up. Then he took it a step further and said, "If you're going to put a coupon in the newspaper ad, put it at the top, not at the bottom." He thinks coupons are that much of a draw. I think we are all coupon clippers. It may be the attraction of the broken line. Anyway, I can believe that a coupon at the top of the ad could really increase readership.

THE USE OF RECORDS AND ACCOUNTING DATA IN FARM MARKETS

Bernard L. Erven
Department of Agricultural Economics and Rural Sociology
Ohio State University

My objective is to help you decide what you should be doing with records and accounting data in your farm market. Making better decisions is the usual justification for improving the quality of an accounting system. Accounting alone doesn't accomplish anything. Putting numbers together is the easy part. It is the use of numbers that really makes the difference.

It is important to decide what you want from your accounting system. To get enthusiastic about what we are talking about tonight, you might be able to see how records and accounting data help you to do a better job at whatever you are trying to accomplish with your farm market. It doesn't matter how nice the balance sheet, income statement, and cash flow statement look; they won't make a difference in your operation if you are not able to use the information from these financial statements in decision making. If you do not know what you want to accomplish in your operation with your own numbers and your own recordkeeping system, then this discussion of records and accounting data will not help you very much.

What are the uses of accounting data? Improved decision making is the most important use. Decision making includes identifying problems in your operation, identifying the alternative ways you have to resolve those problems, and then determining how well you have done in resolving problems with the decisions you have made. Preparing routine reports is a second use of accounting data. Examples include reports to government agencies, landlords, lenders, and partners. These kinds of reports are particularly frustrating when each report is a new and separate crisis. Satisfying IRS reporting requirements is a third use of data from an accounting system.

Although improved decision making is the most important use of data, satisfying income tax reporting requirements is probably the most important explanation of the accounting data actually available in farm markets. Because burden of proof is on the taxpayer, overpayment of taxes is a common solution to missing accounting data. Having an accounting system which provides the necessary data for improved decision making also will provide all the necessary data for income tax reporting.

We now turn to a broader question. What are the important characteristics of data from an accounting system? The data are historical. They describe what has happened but do not project or forecast the future.

Secondly, the data are about a single operation--your operation and your operation only. Therefore, analysis by comparison to the performance of other farms is not possible if one is limited to his or her own accounting data. Third, the quality of the accounting data is uncertain. The data are only as good as a particular market operator's recordkeeping makes them. Computer people talk about a problem of garbage in, garbage out (GIGO). Poor quality data are sometimes worse than no data. If one does a sloppy job of recordkeeping, data quality can be a serious limitation to the usefulness of the recordkeeping system. A final characteristic is that the farm accounting data tend to be more general than we would like. Detailed data are most helpful for decision making. Data to answer questions of the following type would be preferable to the more generally available data: What is the profit margin for each commodity? What is the actual number of customers that come through the market each day? What is the labor cost per bushel harvested by type of workers hired? What is my per bushel cost of production?

There are several techniques which can be used to generate the desired detailed data. Examples include time clocks, employees keeping track of their activities each day, cash registers with codes for each department or commodity, detailed cost accounts, and hiring an outside consultant. The problem with these techniques is that they tend to be either quite time consuming or costly in terms of dollar outlay. However, if the information is important enough to substantially improve the quality of decisions made, the market operator will find the time or money for such programs. Each market operator has time to do what he or she thinks is most important. If detailed data will make a significant difference, operators can find the necessary time to generate the data.

Several types of records will be necessary to accomplish the objective of having the necessary data for management decisions. First, you need inventory data. You need to know what you have and what its value is. The inventory should include everything you have in the form of buildings, equipment, machinery, land and other resources that make up your market operation. The inventory data help answer the question "What have I got to work with?" The inventory data need to be updated at least once each year. Annual inventory data will provide the basis of analyzing trends in various kinds and values of assets. You can identify what is happening, for example, to equipment investment, building investment and inventory of supplies and produce. These inventory data provide a picture of your business at a particular point in time, i.e. a particular data. Market operators having regular contact with lenders will find these inventory data very helpful in completing application forms.

In addition to inventory data, one needs a record of income of receipts and expenses. The receipt data are relatively simple to generate. Data on expenditures are more difficult. The recordkeeping system needs to provide for regular recording of receipts and expenses so that you know where you are as you move through the year.

The third kind of data you need are depreciation and investment credit information. If you have already done an inventory, it is easy to get depreciation data. If capital purchases are recorded on a regular basis, calculations such as additional first year depreciation, and recapture of investment credit can also be easily made from the inventory data.

Fourth, one needs production data. These production data include physical inputs and production. These data provide the basis for calculating yields, shrink, and storage losses. The production data also include details about fertilizer practices and pesticide applications. Field maps and drainage systems are also part of the production data system.

Fifth is the enterprise data necessary for the detailed analysis of commodities and marketing activities.

The final kind of data needed are labor data. Labor data are important because labor is a significant cost for many farm markets. Being able to answer questions about labor productivity, labor efficiency, labor turnover, and losses due to absenteeism and worker injury can only be answered if the basic labor data are available.

The data from these various components of the accounting system permits construction of financial statements. Practically all types and sizes of farm market operations will find financial statements reasonable to construct and useful for answering general questions. There are three basic financial statements: the balance sheet or net worth statement, the income statement or profit and loss statement, and the cash flow statement. Each of the financial statements answers a particular question which may or may not be important at a given time for an individual farm market operator. However, operators are likely sometime to face the general questions answered by these financial statements.

The balance sheet answers the question, "What is the financial position or financial strength of the business at a particular point in time?" The balance sheet has assets on one side and liabilities and owners equity or net worth on the other side. The assets show what resources you have to work with. The liabilities include all money owed to others. Owners equity shows what part of the business is actually yours as contrasted to assets belonging to someone else. The two sides of the balance sheet must balance. Lenders traditionally start with the balance sheet in analyzing a loan application because the balance sheet indicates the capital available to secure the proposed loan.

A balance sheet says nothing about how well you are managing a business at a particular point in time. The balance sheet simply shows the financial position without providing information on how the farm market got to its current financial position.

The second financial statement is the income statement or profit and loss statement. It is designed to answer the question, "How well did the business perform during the period of time covered by the income statement?"

This income statement is normally the twelve-month period that corresponds to your business year. The best measurement of your management performance is net cash income adjusted by depreciation, change in inventory, and gain or loss on disposition of productive assets.

The third financial statement is the cash flow statement. It is designed to answer the question "What were the sources and uses of cash during the year and when were there periods of cash surplus or cash shortage?" Even though a business is performing well and has a strong financial position, there can be cash flow problems. There can be cash flow problems even though the business is well managed and in a strong financial position. This is particularly true for rapidly expanding businesses or recently established businesses.

An advantage of a good accounting system for a farm market is that it will be possible to put a single bad year in a longer run perspective by comparing it to several previous years. This can be best done with a series of financial statements, income statements and cash flow statements.

Guidelines

I want to conclude with some practical guidelines which should improve the quality of your accounting data without increasing the amount of time or cost of generating the data.

First of all, you should have one person in charge of accounting, recordkeeping, reporting and income tax management. It doesn't matter who that person is within your operation as long as there is a clear identification and understanding about who is responsible. It is very common in operations with more than one person to divide up the accounting headaches. It is not necessary for one person to do all the work associated with accounting, but one person must be in charge. The higher in the organization this responsible person is, the more likely it is that the accounting data will be used. If mom is top management and she says "accounting is not important enough for me, that is your job son," dad is unlikely to be enthusiastic about using the accounting data. If son is bottom of the ladder and can't pass the job to anyone else, he is unlikely to be enthusiastic about his accounting responsibilities.

A second guideline is to separate personal and business checking accounts. Let the bank's computers help you in every way possible. As a minimum, have a checking account for your business and a separate checking account for your personal use. It may even be advantageous to go beyond this. If you have both a farm market and a farm production operation, it may be desirable to have a checking account for each of these operations. Separate checking accounts will result in separate bank statements each month. These bank statements will be an excellent start on your cash flow report for the month. Pay everything by check and do not pay any bill which is not itemized.

If you use credit cards, also have separate credit cards for personal and business purposes. Year end summaries of cash flows will be routine because of the bank statements and credit card statements which will be available to you.

A third guideline is to get bookkeeping and accounting help if you do not have the interest, knowledge, or desire to put a high enough priority on these activities within your operation. The help might include, for example, time clocks, a consultant to design an accounting system, or a part-time bookkeeper.

Another guideline is to have rules and to live by these rules. You need to know how various accounting problems are to be handled, how certain costs are to be categorized, what kinds of measures for analysis are going to be generated, and how you are going to integrate the accounting data into your decision making process.

The final guideline is to be sure you are using information from your accounting system. If your own successes with the data do not provide the necessary motivation to have a good accounting system and consequently good data for decision making, it is unlikely that anyone else or anything else will provide the motivation.

In summary, you have got to know what questions you have that can be addressed with accounting data. You need to identify your own data needs and most importantly, you are the only one who can decide the value of accounting data.

EFFECT OF ADDING PLANTS AND OTHER NEW PURCHASED ITEMS
ON MARKET IMAGE

Bill and Jane Eyssen
Mapleside Orchards
Brunswick, Ohio

Ruth Spiegelburg
Spiegelburg Orchards
Lorain, Ohio

Del and Viola Burger
Burger's Farm and Garden Center
Cincinnati, Ohio

BILL EYSEN:

This is like after the ball is over, where we let down our hair and exchange a few ideas. Part of coming to a conference like this is rubbing elbows with a fellow farm marketer and exchanging ideas, not only from the speaker, but when you sit with someone and talk about your place. How proud you are of it, and yet you are thinking that a new decade is coming up. How can we find a way of making more money, easier. We're here to give you some ideas, and perhaps you can give us some ideas, too. So this is why we are going to be able to talk with you about some of the things that we have done in the last few years that have changed.

Before we built our store, I made the statement: "I only want to sell the things we grow on our farm." I certainly have had to eat those words. I'm selling rugs now; I'm not selling panty hose or anything like that. But I really have changed our market image, and yet we've tried to keep everything with an agricultural theme. At one extreme we are talking about Knott's Berry Farm or Stephenson's Restaurant. These are all places that have gone astray and lost money, but are making it like you would never believe today. I don't know whether we want to get that big at Mapleside. Where do we stop? What is part of our image? What we may say and what you may say may be quite different. I will start the ball rolling and Jane will fill in.

Several years ago we started to bake pies. I can't believe how well pies have done. I was a speaker in the east. We took a look at a lot of the markets up there and they were all baking pies and doing well. I came back and said, "I'm not too sure we want to do that. I wonder if they are really making a lot of money doing that? Is it easy to do?" Now we are

sorry that we didn't do it sooner. We've always had an apple image. One of the products that we added that changed our style quite a lot was pies. We've also added plants. Last year we decided to add produce to get a farm market image. In the summertime we move a lot of sweet corn, a lot of tomatoes. I'm not too sure we're off the ground yet with produce, because people are still expecting to pick up cider and apples and pies and so forth. We still open all year round.

This is an excellent time for us to be together as we plan our 1980 season. What are we going to do? What are we going to add? It is interesting because Jane and I have been talking. We have an ice cream parlor; we'd like to be able during our festivals and promotions to have more room for people to eat outside and enjoy our beautiful place. We are probably going to add some gardens and some areas where we can serve people better when we make peach pie and put ice cream on it, etc. Then for our Johnny Appleseed Festival we can use the same spot. Our project this year is to expand that area of our store. I'm sure parking is one of the problems that you have. We never seem to have enough, but can you really afford to have a big parking lot for those six or seven Sundays a year? We use our front yard, where we can put 50 to 75 cars. We can deduct that as we fertilize it in the spring to bring it back. We have beautiful grass, even though it is wet in the fall and the cars make all kinds of ruts. We go over it with a gang mower and spread it out, start all over again.

JANE EYSSEN:

We have two festivals a year. They are kind of fun. We have a Peach Festival in the middle of August, and we serve everything peaches, fresh peaches and ice cream, peach pie and ice cream, and just plain peach ice cream. We go through our stores and anything that has to do with peaches, or is peach colored, we feature it. We put tables outside with the ice cream freezer, and sell peaches and ice cream, hire a country music band or somebody to add a little music, and that makes a festival. It is lots of fun and it does draw a lot of people.

We have the Johnny Appleseed Festival in the middle of September. We always have a banjo band plus other entertainment which is a great drawing card in our area. We serve apple pie and hot dogs out on the lawn at that time. We had corn roasts one year. We make apple butter, which is a big drawing card. We also feature arts and crafts as part of the festival out there. We get about 10,000 people on one Sunday for our Johnny Appleseed Festival. We do a lot of advertising for that and there are people who would be very disappointed if we would forget it. People may only make one trip to our farm a year, but it is on that Johnny Appleseed Festival Day. They always look forward to that next year and then they bring another family or so. Peach Festivals are very simple, just a little bit of advertising, serving peaches and ice cream and the result is a lot of goodwill. Festivals are really nice.

Q. JUST HOW DO YOU MERCHANDISE CHEESE? I JUST DON'T REALLY KNOW HOW TO GO ABOUT IT.

A. We take all of our natural cheeses and put all of our rounds on a large maple block. We cut them right in front of the customer. At times when you are really busy, like on Sunday, you have to cut a few ahead. But people do prefer to have it cut right in front of their eyes. So we put out all the blocks and the wheels of natural cheeses and they don't have to be refrigerated. You have to have, at least in Ohio, what is called a sneeze case in front of it, a glass so people don't really get right at the cheese. You can also have a refrigerated case with some of the spreads in there, with some Trail bologna, and some salami and other things that go along with cheese. Cheese is not too hard to get into, but start out small to see how people like it.

Q. WHAT ABOUT THE SHELF LIFE FOR A BLOCK OF CHEESE LIKE THAT?

A. Cheese keeps well, and the longer you keep it the better. The blocks sit out all day long, but we do put them back in the cheese cooler at night. We keep all varieties of cheese. We put little cubes as samples out in a dish in front of each type and that introduces people to other cheeses, so they will buy more. It is a good idea to have some cut and wrapped and priced ahead for those who really don't want to wait in line to see their piece cut. Some people are in a hurry.

Q. WHAT PIES DO YOU HAVE?

A. We use Chef Pierre, which come to us frozen. We're what we call a bake-off bakery. That means that we get it already made raw and then we bake it.

Q. WHOSE BREADS DO YOU USE?

A. Bridgeford. If you get in touch with any of the bakery supply dealers in your cities and ask for bake-off bakery, you can get breakfast rolls, anything. They are already made. You just proof them and bake them. But the pies are just super because they come from the heart of the fruit belt in Michigan. If people ask, "Don't you make your pies here?" I say, "No, they are made in Michigan, in the heart of the fruit belt, and it couldn't be better fruit." I tell them the apple pies are made of Northern Spy apples. If you can have an oven out where people can see the pies come right out of the oven, it really helps on merchandising.

Q. WHAT OTHER STOCK ITEMS WOULD YOU RECOMMEND?

A. Chocolate candies are great. Of course everybody probably knows honey, candies, and jellies. Our gift house is big, mainly because we have a big area for it. It is 15 to 20% of our gross, but we get completely into the candles and soaps and dry materials. Dry materials are great, silk flowers are very popular. At Christmastime gift baskets, shipping fruit in boxes. Cider, fruit juices, eggs, of course, you have to have.

RUTH SPIEGELBURG:

I want to give you a little history of Spiegelburg's. Thirty years ago we sold apples if anybody came in. After a couple of years we needed more room for packing so we took the old packing room and sales area and made a 20 foot by 30 foot sales area. We had to watch very carefully between the display of apples and the check-out counter when the lift truck went through. It was a good thing OSHA wasn't in business then. As we got braver we added a few potatoes, eggs, apple butter. Back in '76 we built our new market which is 50 x 36 foot. Since then we've added fresh vegetables. We have good competition for the vegetable line in the neighborhood, so I don't know if we will ever sell a lot of them. We've also added citrus and it has been good to us. We've added cheese, nuts, candies and a few cookbooks. Things like that that people like to look through, browse around and look at and buy. We carry very few baked goods; we haven't gotten into bake-off items. We're buying Amish-made pies right now. Fruits, on the whole, go much better for us than vegetables. Citrus, bananas, prunes, plums, pears, and our main thing are apples and cider. Fifty percent of our gross is apple sales. Since we are apple growers, we like to keep it that way if possible; but it all helps to pay the bills. Customer reaction has been very good. People come in and say, "I haven't been here for awhile. I didn't know that you've added all this." "I won't have to stop at the grocery store now." "My kids won't eat any produce from the grocery store since I've been buying here." We like to hear things like that. They keep saying, "Why don't you add this?" or "Get milk and then I won't have to stop anyplace."

Our customer accounts have doubled in the last few years. Our dollar volume is up four times. Even allowing for the rate of inflation, our income is up three times. Apple sales still make 50% of our gross. There's nothing real exciting as far as any new items, but the customers are very happy. It is a real challenge.

Q. HOW DID YOU INTRODUCE CHEESES?

A. We started out slow with about three varieties, and built up as people asked for another type. We get a supplier and add it to the line. If it goes well, we keep it; if it doesn't, it doesn't take long to find out.

Q. WHAT TYPE OF SETTING IS YOUR FARM LOCATED IN?

A. Our mailbox is in the city of Lorain. We used to be rural.

Q. WHAT ABOUT ZONING?

A. As long as we are selling the majority of our own home grown products, we're okay. Nobody has said anything. No problems so far. We're back about 500 feet from the road so we do have a little problem getting people to come in, but we have a sign up on Route 2, and we're right off an interchange so it is fairly easy to get there. Even when you are right on the road people come in and say, "I've never

stopped before; I didn't know you had this." No matter how close or far away, I guess you have problems.

VIOLA BURGER:

We have a roadside market just four miles east of Cincinnati, on a two lane highway. We started out in 1964 with just a four-by-eight building on the side of the road. Before that we were grain and dairy farmers, and I'd just like to get up here and put my two bits in because my husband is always blaming me for what we've turned into. He says, "My wife says, look I'm getting tired of carrying things out from the barn. Let's do something; let's build something handier to sell out of." Now I can turn it over to him and tell what we are selling. We are in the country, but we are also surrounded by urban developments. There is only one other farm near us and it is a produce farm. The rest of the area is getting built up with urban development and shopping centers, but they are three miles away. Anybody who is coming to our place is coming strictly to us. We don't have a close shopping center; we don't have a bakery or another store there. When we first opened the new area, we didn't have enough products to even fill up the building. Now we've added on two or three times and added another building, and we don't have room for everything now.

DEL BURGER:

We are here tonight for the exchange of ideas. Things we have tried; things you have tried. We are going to tell you some things that didn't work out, too.

Vi brought us up to 1970 when we moved the corn crib out, put telephone poles under it, put it around in the back. We've got a hipline roof barn that is 54' x 40'. We came out with a roof, and added garage doors with glass in them just like a service station. They were down at night and we opened them up in the daytime and had an open air market. That was our first step, in 1970. In 1971 one side didn't have a gravel floor and finally we put that in. Then in 1973 we added another building in the back which was 30 x 60. In 1970, we were raising sweet corn and vegetables. Then in 1970 we got the idea to try a garden, maybe sell a few onion sets, maybe sell a few tomato plants, maybe sell a few flowers. Did you ever see a place with roses in their vegetable case? We bought packaged roses to start out with, a few of them, and put them in our vegetable case. They didn't work out too well at that time.

We started in 1970 with our garden center operation. We bought one 32 pound bag of onion sets and ended up with five which we sold. That wasn't too bad. Now we sell from 50 to 60 bags of onion sets a year. We went into bulk seeds; also package seeds from Burpee's, Fredonia and Ferry-Morse. We have all the bulk seeds in buckets with all the different types of beans and seed corn and things. We measure them out for the customers. We have an ounce scale and we have quart jars with spouts on them for the little seeds. We pour out kale, or turnips, radishes, or lettuce seeds. People can buy three times as much for the same amount of money as they get in the

little packages. In the meantime, we are making three or four times as much also. People like that, because when they buy a little package, for 75¢ they get very few seeds. I set my price high enough to make a profit. We give the people planting guides, and since they like to know how to plant the seeds they come to our place. My wife is excellent with all the flowers and vegetables. I just raise the large acreage ones. She raises all the small vegetables. She's worn out one Rotateller and is on the second one. At first we didn't know how we were going to sell any tomato plants or annual flowers, and now we've bought \$18,000 worth, just from one supplier. We buy from few suppliers. We sell a lot of flowers.

Our business has really grown during the 70's. Since we started in 1970 we've listened closely to what customers said they wanted. I never thought I would sell horse feed, but we had sold hay and straw for years when we were still a dairy farm. We used the honor system. Maybe we were getting taken more at that time, I don't know. When we started I got ten bags of horse feed, and sold it. Then I got 20 bags, and sold it. Then I got a half ton, and sold it. I now buy tons of horse feed, cracked corn, shelled corn, and oats. Then we went into wild bird seeds; we sell that in 25 and 50 pound bags. I also have garbage cans with corn, without corn, and sunflower seeds. Customers can buy three pounds for a dollar if they want to. That is a little high, but anything for a dollar, they love.

One of the things we tried which wasn't successful was canning jars. It was a one time deal. We went to Canada and got 800 cases one year and sold all of them. Then we bought half a trailer load from Ball; we still have a fourth of a trailer load after two or three years. These are the things you have to watch, because there is a great demand for these things; then people get filled up on them, and boom they die on you. This year hardy mums were in. We sold around 1800; but my daughter bought right at the end of the season, so we have about 40 or 50 left. I'm not blaming her. We sell Christmas trees, and get out a week ahead of time. That way we aren't stuck with them.

We sell a lot of house plants, and we have a lot of shrubbery. I had said, "I'm never going to have shrubbery." A man came by in 1972 and wanted to put some plants in our store. I said no. He said, you just water them and sell them and I'll give you 25% of all sales. No risk. Our place looked pretty bleak out front so to make it look prettier and greener out front I decided to put them in. We sold 67 plants in 1972; in 1973 we sold 763; each year it has grown and grown until now we are selling \$25,000 a year in shrubbery. We don't do any landscaping. Underneath our electric tower we took eight of the beds out and laid down patio stones and in there he put the bark, the chips, and the mulches. We laid railroad ties down and have put shrubs around and made a crisscross where people can walk both ways, and then added a bird bath out there. My son suggested and laid out this display area and it has been great.

We are also into perennials, but that goes along with flowers. We still have produce. We grow 40 acres of sweet corn and vegetables; we carry a full produce line with our cider in the fall. We sell corn stalks around Haloween. We sell quite a bit of concrete bird baths, tables, fountains

and that type of thing. You have to watch yourself or you will get too much overhead if you don't move it from year to year. You'll have pieces that people don't want; they always want something a little bit different than what you have. We have fireplace coal; we get \$183 a ton for it. It sells in 25 pound boxes for \$2.29 which doesn't sound too bad, but if you figure that out it is almost \$200 a ton.

I'll give you a few other ideas of things that you might want to do. We sell patio stones. You'll be surprised at how they'll sell but I'd start out easy. We sell rocks by the pound. We also sell sand. A ton of sand costs about \$4. I charge \$1.50 for a bag of a hundred pounds, which isn't very much. It doesn't take very much sand to make a hundred pounds. We sell it for \$1.50 because people don't have it, and they want it for play boxes or they want it for putting around their garden. We have the quarry right there near us; all we have to do is drive right across the road. I get a three-four ton pile of sand and use it in the wintertime instead of salt on the blacktop. It's easier on the blacktop than the salt and in the spring we can sweep it up and sell it.

We call our place the Four Seasons because we keep changing. If we are going to stay open all year long, we have to have something; January and February are our leanest months. We have to have something each month that will carry us through because April, May and June are very large; July and August and September are okay; then November slows up a little bit and Christmas is very good. I'm going to let my wife tell you about one thing which may help you in your community, it is called the Farm-City Tour.

VIOLA BURGER:

The Farm City Tour is sponsored by the County Agriculture Department in Hamilton County. Ours was supposed to be two days this year, Saturday and Sunday, but on Saturday morning we had a downpour and of course that cut down on the crowd. We only had 17 on Saturday afternoon. Sunday made up for it because the weather was good. We have regular customers who come to the market but we wanted to channel the ones who were coming for the Farm-City Tour away from the market and show them behind the scenes. We had planned on having all our farm implements out, and on showing people how we work in the field. This was in late September, so most of our actual growing of the produce was finished. We had the pumpkins; we had some green beans and lima beans, and lettuce was still growing. Of course, with all the rain we couldn't get into the field. As it was, we were able to show how the sprayer worked. We explained how the ground is worked, how the planter works, then about spraying, keeping the weeds down, and everything that goes along with farming. It turned out that the most popular thing was the ride on the hay wagon back to the pumpkin patch. People really enjoyed that; that really made the day. We put straw on the old farm wagon. It was not a fancy wagon. We let people pick their own pumpkin and some gourds and then headed back. While one load was in the field, I tried to explain the implements and so forth to the next group while they were waiting. We showed them how logs were split by the log splitter. We had some kittens which kept kids occupied; they always seem to like animals.

COMMENT FROM AUDIENCE:

We have goats and the kids are always trying to play with them like with a dog. That's okay with the baby goats, but not with the mother. You have to keep a close watch on them.

VIOLA BURGER:

Of course we have dogs; right now we have a couple puppies besides the cats so the kids love to play with the puppies.

COMMENT FROM AUDIENCE:

We have our pasture right near our farm sales building and we have sheep, goats, cows, donkeys, a lot of geese, chickens, ducks. You name it. We had no trouble except with the pony; they tried to feed the pony out of their hands and naturally the pony bit them. I would say without those animals we ought to give up trying to sell anything retail. We sell a little bag of corn for 15¢ so they pay us for feeding our animals.

VIOLA BURGER:

I had seen this idea in one of the farm magazines where one of the children was in charge of selling the grain that they fed the animals with. It was a project for their child, and earned him \$600.

COMMENT FROM AUDIENCE:

We use draft horses to pull the wagon for our sweet corn and that works out real well, especially on weekends. We pull it right to the market; that is a big thrill for people to see. We have a pair of Belgian draft horses and we usually plant around 40 acres of sweet corn. In the fall we have a corn binder to bind up these same corn stalks and sell them for a dollar a bunch. Customers can see us binding up these stalks prior to selling them. We are also going into the sorghum making business this coming fall, and we hope that will be a big attraction.

Q. THIS SOUNDS ABSOLUTELY FANTASTIC, BUT WHAT KIND OF INSURANCE DO YOU HAVE?

A. We have regular farm, home insurance.

Q. WHAT PROCEDURE DO YOU FOLLOW IN BUYING YOUR BULK SEEDS? DO YOU GET THEM FROM DIFFERENT COMPANIES ACCORDING TO THE VARIETIES THAT YOU WANT?

A. We buy our silver queen corn and most of our top seeds from Joshua W. Harris in New York. The smaller seeds I get through George W. Hill. They are mostly Burpee seeds, but Hill is the distributor in our area. The reason I like them is they deliver on Tuesdays and Fridays. If I am out of a certain type of bean, it is very nice for them to bring me another 25 or 50 pound bag of them.

Q. I WAS WONDERING HOW YOU PACKAGE THE BULK SEEDS. DO YOU DO THAT IN PLASTIC?

A. We have little envelopes for the small seeds. We have one-ounce paper envelopes that we buy through our company. You can either seal them or staple them. That is for the small ones. For the larger ones, we just have paper bags and we put in a pound or two pounds of beans or whatever they want. For grass seed, we double the bag because if that bag should get punctured we'd lose a lot of seed. Our corn bags are plastic, and have our name on them. Incidentally, we used to use a mule to pull our corn picking wagon but I lost my religion with him. He was always getting out at night. Now we use a High-boy and people buy it right out of the sled. We sell corn thirteen ears for a dozen at \$1.65.

Q. WE ARE INTERESTED IN STARTING A SMALL LINE OF NURSERY STOCK THIS YEAR. NOW YOU HAD A GUY COME TO YOU. WHAT WOULD YOU SUGGEST? HOW CAN I LEARN ABOUT VARIETIES OF SHRUBS, ETC?

VIOLA BURGER:

Read and read and read. I knew some of the shrubbery, but not nearly what I should have. We've gotten garden books, garden encyclopedias and we really have to read up on it to be able to tell people what kind to plant in the sun or what to plant in the shade. What kind to plant on the north side. What will take a little dry weather? What do you have to keep out of wet areas?

DEL BURGER:

We are very fortunate to have a shrubbery man who helps us. We also have a chemical man available. They work with us.

Q. DO YOU HAVE TROUBLE WITH THE KIDS SPILLING THE BULK SEEDS?

A. There are up pretty high so we usually don't. Once in a while we have a mean little kid.

DEL BURGER:

There are two things I want to say that are important. I want you to be aware of these. Zoning and security. I won't dwell on them long, but wherever you are, be aware of the zoning regulations. When we were farming we were in light industry and residential; our farm was residential and the front part was light industry. Then in 1964 the village came out and took us into the village. Before that we were the township. We did not know

our zoning had been changed until we put up a sign at our market. The mayor came up with one of my competitors and said that we weren't allowed to put up signs. I said why not, this is my place of business and this is zoned for business. I got an attorney and he got together with the solicitor of the village. I didn't pressure it. It took them one year and then we headed back into zoning B. So now they have a master plan for the whole village and our place will be changed again into OWI which means office, warehouses, and industry. We are in the retail business. Another thing you need to watch are proposed road changes. We found at a hearing that a proposed road was going right through our buildings. We have two nice homes adjacent to the market, ours and my mothers. The order said we were allowed one permit for the rest of our lives to remodel one of these; if it burned we could not rebuild, etc. Again I hired a lawyer and at a cost of almost \$2000 got it stopped. It's not in writing, however. You have to watch these things.

The other point is security for your market. We have a radar in our home; we have radar in our business on the inside. When we go out at night, we turn the switches and the radar is on. Outside we have lights and sirens so if anyone breaks the radar, the lights and sirens go on. When they go on, nobody is going to stay around very long. It has only been tested about once a year. It's not foolproof, but it's really been a great solution to our security problems. It cost less than \$1000 and it is a big help to your peace of mind.

Q. WHAT DO YOU DO FOR ADVERTISING? DO YOU PUT IT IN A LOCAL PAPER? DO YOU PUT IT IN A SPOT TV? WHAT DO YOU DO?

BILL EYSEN:

Word of mouth is the best isn't it?

COMMENT FROM AUDIENCE:

We've cut down on advertising costs a lot in the last two or three years because I don't think we get what we pay for. We used to spend a lot. We had to spend a lot more when we were smaller. We've grown some, so we can cut it down a little bit.

BILL EYSEN:

When you are talking about advertising, you are talking about paper, television, radio. What about on your jugs? You have your name on those; that is advertising.

COMMENT FROM AUDIENCE:

Also like the Big Pumpkin? Bill - yes anything you create that is sensational or newsworthy.

DEL BURGER:

Our journal gave us a write up one year and on the other side we had an ad, right across the page. Sixty five or 75 people came in and said, "Hey, I liked your write up. That was great." "How about my ad" "What ad?" Four people saw the ad. We went to radio the year before last and spent about \$4000. I could have taken a nice trip to South America or something because I don't think it did any good for us. We spent \$463 this year for advertising. Last year station WKRC-TV in Cincinnati came by and took pictures of one of our pumpkin fields. We took the TV crew on a wagon to the field and they thought it was great. Gave us a half hour TV time and said he was looking for the big pumpkin. A couple of weeks later they staged a show with people on bicycles coming in for pumpkins as though they had already been to Illinois and Indiana. Again we got out the wagon, loaded it with pumpkins and took the crew for a wagon ride. Again, the program attracted a lot of new customers who had never heard of us and also our regular customers. I felt like a TV star after the two programs.

BILL EYSEN:

Don't be afraid to promote your own place. You are down here at this conference; it should be in your local paper that you are getting ideas. They'll print it and love to have it.

BOB ROMP:

The one thing I've done for ten or fifteen years is to give our school's football and basketball teams oranges for every game. I even give oranges to the football team to give to the opposing team. That has gotten around and that is one of the best things I have ever done. We give to the wrestling team now. It gets through the whole school system.

BILL EYSEN:

You could even have a little slip in each orange that you have just eaten an orange from Danny Boy's. One thing I want to do is to go through a calendar of events. Jane and I have to compose a newsletter every month to tell our people what is coming up at Mapleside.

If I mentioned January to you, what products do you think you could promote for this month? Let me start you off. Perhaps you might want to be thinking in January of pancakes. Maybe you would like to promote Clifton Mills Griddlecake Mix and maple syrup. What else would you be promoting in January? Hot spices, hot spiced cider, firewood, bird seed, popcorn. Stuff you got stuck on from the fruit baskets. Everybody likes cheese this month. Diet food. Apples, a hundred calories per apple.

February - cherry pies, whole hog sausage, pancakes and apple butter. Maple syrup, grapefruit, oranges, hot apple cider and hot apple sundaes.

Candy for Valentine's Day and little bulbs for spring. By this time many have changed their displays and are already thinking spring.

March - Onion sets, sweet potatoes, seeds and bird seed. Green fudge and Irish soda bread for St. Patrick's Day. February and March flowering plants, something green but those Punch and Grow are not a big item.

April - bedding plants, Easter baskets, candy, hot house tomatoes and carrot cake---baby ducks?

May - Memorial Day. Bedding plants, early produce, asparagus, California strawberries and apple blossom festivals. Plastic arrangements for Memorial Day. Are you close to a cemetery? What about cut flowers? We grow some from bulbs. But where do you draw the line on growing something? Is it when you can grow it cheaper? We can't afford to grow our sweet corn anymore. We can grow apples but we can purchase beautiful ones. It makes one think. Get down with a paper and pencil and figure your costs including your time and what else you could be doing.

June - strawberries, bedding plants, apples, hot house tomatoes, sweet cherries and rhubarb.

July - The Fourth of July. Sweet corn, sour cherries, early peaches, green beans, muskmelon, watermelons, berries, raspberries and early cooking apples. Try to get in a Fourth of July celebration.

August - peaches, apples, sweet corn, pears, plums, pickles of all sizes, and cantaloupe. Picnic supplies, not big but as a customer convenience, charcoal, baked beans, wine, lots of melons. We enter the county fair with our cheese in August. We give our card and samples of our cheese.

September - apples again, and cider that tastes good. Maybe you have frozen cider available all year. Grapes, squash, canning tomatoes, and corn.

October - cider, apples, pumpkins, corn, gourds, Indian corn, popcorn, and sorghum. Do you promote sorghum? Your older customers know what it is but the younger ones do not. Honey, apple butter, apples on sticks, corn stalks and pumpkins.

November - pumpkins, apples, mincemeat, which are the three top pie items for November, squash, potatoes and fruit baskets. It is also the month you start people thinking and planning Christmas and what your store will have.

December - wreaths and decorations, trimmings; fresh greens, no plastic greens. Pine cones, and straw wreaths. My son was going to get rich selling ice cream, candy bars, snow cones and popcorn when he was 12. He lasted about a month but he was an outdoor boy and didn't like to sit inside all the time. We carried it on for awhile then phased it out. The little 6' x 9' building inside the market was converted into a "ribbon shack" and has blossomed. We make about 500 bows before Christmas.

If anybody wants a snow cone machine--see me. We still sell a lot of popcorn and all of these things, little things in themselves contribute to your images. Customers react to them, I suspect, without always being aware of them.

Thank you.

Chairman: Herschel Drake
County Agriculture Agent
Montgomery County

We have a partnership going this morning. Howard Phillips and Joe Donnemeyer. These folks are both from the National Rural Crime Prevention Center, and on the faculty at Ohio State University in the Department of Agricultural Economics and Rural Sociology. I'm not going to say anything about their ranks. The good looking tall gentleman, Mr. Phillips I understand, is going first because of his seniority. The younger gentleman who graduated from a University somewhere out of this country, University of Kentucky I understand, will appear later on in the program and we will let Mr. Phillips tell you when. Mr. Phillips.

EXTENT OF CRIME AGAINST FARM RETAILERS
AND SUGGESTED REMEDIES

Howard Phillips
Joe Donnermeyer
Department of Agricultural Economics & Rural Sociology
The Ohio State University

Thank you Mr. Chairman. Good morning. Around the first of October or early November, Gene Cravens, whose office is across the hall from us, approached us about doing something on the subject of crime prevention. Well, we are with the National Rural Crime Prevention Center, but we had to admit we didn't know a whole lot about roadside marketing problems related to crime. And so we talked to Gene about it, and he agreed, and many of you agreed, to help us out in that regard. We put together a six or eight page survey and shipped it out to all of the people on the conference mailing list, which I presume most of you are on. We have to date received in excess of 200 returns. We didn't get it out until just before Christmas. From the results of that survey this morning we want to do two things. The first thing is to discuss the problem of crime as it relates to roadside retail marketing, and secondly we will spend some time on the concept of prevention. So at this point I will reintroduce Joe Donnemeyer. Come on up Joe. Joe is going to talk about the survey results and I will allude to them in the second part of the program where I'll speak particularly to the prevention of crimes. Joe.

DONNERMEYER:

Thank you very much. Good morning. As Howard mentioned, thanks to the conference mailing list we sent out about 1200 copies of this particular questionnaire. It may be familiar to most of you. Several of you may have answered it. We did this survey to find out exactly what types of crimes occur to farm retailers, both U-Pick and roadside markets; to find what the cost of crime were for operators like yourself; to find out exactly what types of security you presently have; such as watchdogs, alarm systems, etc; to find out who was most likely to have a crime committed against them; and who are those lucky operators who don't seem to have a problem with respect to crime. Finally, we wanted to see if there was a difference in the crime rates between those operators who practice good security and those who don't.

Now, 230 of you responded to our questionnaire. Thank you very much. By the way, we are going to mail the survey out again and ask the other individuals who haven't returned it yet to please respond. I'll put a plug in if any of you do receive our second letter which will go out at the end of this week, if you fill it out, we would really appreciate it. Whether or not you have had a crime committed against you, it doesn't make any difference; we would sure like to compare the group that doesn't have a crime problem with the group that does so we can figure out some of the reasons why some people are so lucky and others are not.

From the 230 farm retail marketers who responded to our survey, 344 separate criminal incidents were reported for the year 1979. Now how does that break down. Well, 34 percent of the operators that returned the survey said that they had at least one shoplifting incident occur to them; 19 percent listed at least one employee theft; 45 percent listed at least one instance of vandalism; 23 percent at least one burglary; 23 percent mentioned a larceny/theft; and only 4 percent reported robbery. Larceny/theft refers to a theft that occurs outside of your buildings, like that of tools or equipment left outside of your market building. Now, interestingly, over 3 out of 4 persons that responded to the questionnaire have had a crime committed against them in the year 1979, just with respect to the retail market operation alone. And another interesting fact is that it was more likely for a farm market operator to report two crimes than to report only one crime. History has a way of repeating itself. In other words if you've got a problem, it tends to be a regular pattern of some kind or another,

Now, of those 344 incidents that were listed, 26 percent were shoplifting incidents. That was the second highest in volume. The first highest was vandalism, with 39 percent. By the way, it seems like every time we do some sort of research on the nature of crime that has taken place in rural areas, vandalism ranks at the top. That seems to be the number one problem. As you can see, the number three and four problems were burglary and larceny/theft. Employee theft only made up 9 percent of the incidents reported by you. Robbery was way down the list again. In fact, out of all 230 returns, we only had one operator state that he had a robbery occur to him in the year 1979.

Let me perhaps define these a little bit. Shoplifting is when a customer tries to walk out with your goods without paying for them. Employee theft is when an employee tries to do the same thing. Vandalism is malicious destruction of property. Burglary is breaking and entering. If somebody breaks into your market and steals a couple hundred dollars worth of produce, that is a burglary. Robbery is when they come up to you with a gun and use force of some kind or another in order to take your money or your merchandise. Finally, larceny/theft refers to thievery where there is no breaking and entering. Somebody takes a tractor from the field or takes equipment from outside of the building. They don't have to break into the building itself.

What is the cost of crime to you, at least according to what you have told us. The average cost of a single shoplifting incident was \$52; and for employee theft \$84. I was really surprised that the average cost of one act of vandalism, based on the 344 incidents you told us about, was \$83. That is a lot of money. Most people think of vandalism as Halloween styled, sort of thing. Soaping windows, draping the toilet paper all over the yards, etc. Well the more we look at it, the more we find out that vandalism is a very malicious type of behavior, and can be very costly. The average cost of a burglary was \$191; and of larceny/theft was \$67. Burglary was the most expensive, but it didn't happen half as often as the vandalism. If you add up the number of vandalism incidents and multiply it by that \$83, you'll find out that vandalism was the most costly thing that happened to you, based upon your answers to this survey.

Another set of questions we asked you on this survey was - What kind of security measures do you have in your operation? Well, 22 percent have a watchdog, and specifically a watchdog, although it may double as a pet. Only 12 percent have an alarm system; and most have a single type of alarm, like a silent or noise or light alarm. About a third of you have combination of one of those three types. Now a silent alarm, (37 percent of those who have an alarm system have a silent alarm) is the kind that if someone tries to break into your market place, it is set up like an ADT system where somebody away from that business is notified that there is a breaking and entering. The noise alarm is the type where if someone is trying to break into your place, the alarm goes off and makes noise there on the premises. Finally the light alarm is the kind that if someone is trying to break and enter, they trip a switch and the lights go on in the place. Those are the three basic alarm systems available today.

Three quarters of you lock your market buildings at night. One thing I thought was kind of interesting was that over half of you leave merchandise out on display overnight, outside of the building. The average estimated value of merchandise left out was nearly a thousand dollars. Thirty four percent of the markets that responded to the survey have a check out lane. Among the U-Pick operators about half of you have a customer check out before the customer gets to the car. Among those who allow the customer to get to the car before check out, 71 percent check the trunk to see if in fact they are paying for everything they have. We had several individuals in the survey describe how people would use their wheel wells as places to hide berries, and peaches and everything else. I don't know if you all have had that experience, but I suppose so. Some people keep

their spare tire at home and load up the car and only pay for half of what they have. That seems to be somewhat of a common type of shoplifting. Finally, and something that Howard will mention, is that about half of you have worked with local law enforcement agencies at one time or another, either in security survey or for simply trying to get some kind of advice from them. One question we wanted to look at closely, but haven't done as definitively as we intend to, is who among the people who returned the questionnaire are the victims of crime and how do they differ from the people that didn't have crimes occur to them. You people with a U-Pick operation only, are in good shape. U-Pick only, operators were less likely to be the victims of a crime at least in 1979 than persons who run a farm market or a combination of the market and the U-Pick operation. I think probably one reason for that is that U-Pick operations are possibly out in the country a little bit more, or off the main road a little bit more and are not as vulnerable. However, some of the U-Pick operators were mentioning that a favorite game (and it seems to be true here in Ohio recently in terms of another study we are doing) nowadays is for kids to get those four wheel drive jeeps and vehicles and take them over hills and dales and across corn fields, over bushes, through berry patches and everything else. We are doing a study among county engineers in Ohio and that seems to be the favorite way to knock over road signs nowadays. Operations with a fully enclosed building were about twice as likely to be victimized as operations that use only the open shed type of buildings. That is particularly true with shoplifting. Probably it is because a closed building has a lot more merchandise; there are a lot more items in it that look valuable and attractive to the amateur criminal. We are really not talking about a professional criminal here.

The more months you are open, the more likely you are to be a victim of a crime. Boy, how can a professor get up here and say something like that, that is pretty obvious, isn't it? Well the surprising thing is that the difference isn't all that great between the fellow that is open twelve months out of the year and the fellow who is only open two months out of the year. The guy who is open all year round is more likely to be victimized one way or another, but the fellow who is open two months out of the year is not that far behind. Just because you may only be open for part of the season, don't think you might not be a victim, or don't think that is going to make you immune to any kind of criminal activity. In fact, I think most of the individuals who said they were only open two, three, or four months out of the year were open during the fall season and the fall season is the peak season for vandalism. It seems to be the time of the year that a larger proportion of youth crimes occur.

Who is the victim? Farm retail businesses bordering on a US or a state or an interstate highway are far more likely to have a crime occur to them than operations that are bordered simply on county roads, the major difference being frequency of vandalism. I think that is because the operations on county roads are a little bit more isolated; many are the U-Pick operations to begin with and so they don't have as much traffic, and they are not as exposed to persons driving by who might attempt to knock over the business sign and do things of that nature. Vandalism seems to be the major difference between operations on US highways and those operations that are merely on the county roads.

Finally, who is the victim? Whether you are a large operator or a small operator in terms of your gross retail sales, there was no difference. I was surprised at that. I figured the fellow who had a gross retail sales of several million dollars and had a very large elaborate operation would have a lot more crimes occur to them than the fellow who may have a smaller operation. That is just not true. I was really surprised by that one. You look at shoplifting, vandalism, burglary, larceny/theft, you look at all those and there is simply no difference by the volume of sales that you have. I think that says something again to the smaller operator who might not think that he wants to spend the money or invest his own time in attempting to better secure his retail business. Proportionately it is going to cost you more if a crime does occur to you.

These results are very tentative. We would like to get back another 300 or so responses. We need those. I think we are really going to be able to do a job and help you out in terms of what types of security measures work and what types don't. If you are going to spend a couple hundred dollars putting in that alarm system, is it really going to do anything for you? Is it going to save you money because you don't have the vandalism occur or the burglary occur? That is one thing we would like to find out. So far we have some common sense ideas and they are fairly good ideas. We intend to test and see if they actually do work.

At this point I would like to give it back to Howard Phillips.

PHILLIPS:

We do hope to publish a detailed report on these surveys that you returned at some point in time. That is why it is important that we want more so they will more accurately reflect the situation. I'll give you one example in my presentation of how this helps to verify or not verify a particular crime prevention approach. Twenty years ago rural crime was not a problem in the rural United States, folks we still haven't come around to realize that crime is increasing at about a rate of 15 percent a year in the rural United States. Or about 500 percent in the last 20 years. That makes it a problem as serious as it was in urban areas back in the late sixties when we, as a society, started to seriously address the crime problem in the cities.

We realize crime is a site-specific operation, and your particular site may have some peculiarities or uniquenesses, and you will have to read between the lines, so to speak, to see what we are going to talk about here in crime prevention. One other observation I would like to make is that most rural law enforcement units train their officers to be effective in solving crimes that have already occurred. This is what we call a reactive strategy, and of course, one we want our law enforcement people to continue. However, this strategy alone is not likely to reduce the growing problem. That doesn't deal with the problem, it just contains it.

What we need is a proactive strategy. That is to do things to try to prevent crimes from occurring. It is in this vein that I want to spend the rest of my time. Now crime prevention can be viewed from

several vantage points. First we need to return to a state where people will not steal from each other or vandalize each other's property. Although this sounds like an idealistic kind of statement, as I've pointed out, we are only twenty years away from that particular situation. Some rural communities still enjoy this desirable situation. Any crime prevention program that will be effective in a given community, must begin by addressing the issue at the community level. We encourage you to urge your law enforcement officials and community leaders to undertake such a program. However, there are many things you can do personally and I want to talk about some of the alternatives. The first alternative that Joe alluded to here is many of you do not work with your law enforcement people. You may have good reason because in some cases they simply are not equipped to work with you. But in many cases they are equipped; so we would strongly urge as your first step, to contact your sheriff's department or local police department and find out if they have a crime prevention officer or a security expert to assist you in looking over your operations. Montgomery County, and Dayton for example have an outstanding crime prevention officer. I have to speak about Ohio because this is principally where I work.

Let's first talk about vandalism. Somehow, once you get as old as Joe, you quit that kind of thing (as a rule). But it is occurring with greater frequency. It is becoming more expensive. It equals burglary and exceeds shoplifting, bad checks, and a number of other kinds of property type crimes. So vandalism is no longer to be ignored. By the way, your road signs are your most often vandalized piece of property, however, it goes all the way from irrigation equipment to running down your produce or trees, etc. What can you do? The only thing we know to do at this point is first of all, encourage community level activity. But specifically you should remove all graffiti and writing and repair property damage as it occurs. The park service taught us something about that. They found they can markedly control or reduce vandalism by simply cleaning it up as soon as it happens. There is something about graffiti being on a wall to cause other people to want to write on that wall or seeing damaged property that causes other people to want to damage property. Woody Hayes talked about motivation last night and I think the next speaker on the program will also allude to that. What motivates people to follow suit, we don't know, but we do know that if we have this kind of problem.

Now one specific suggestion that we got back on the survey that may or may not appeal to you, is that of one enterprising entrepreneur who developed portable road signs. He simply puts his signs out in the daytime and puts them away at night. He admits it is a big pain in the neck, but he claims it saves him a lot of money in terms of reducing the problem. By all means report all incidents to the police because they simply can't establish patterns unless they know where and what crime is occurring. Sometimes they do a stake out, and sometimes they are successful once they know about the problem.

Let's look at the first overhead. I'm going to organize my comments around property line protection, entry protection, space protection, point protection, and alarms. Let me first talk about fences. It depends on

the nature of your business of course, but if you have a sizable operation, you may want to invest in a chain link fence around the entire area. One that is at least seven feet high around an area that can be secured is probably one of the most recommended type fences. Even if they can scale it, they still have a problem loading any amount of merchandise over a fence. If they can't penetrate the area with a vehicle, it does slow them down in that sense. Other fences also make it difficult for people to move in vehicles and load up and take off sizable amounts of merchandise. So fencing does have value. It also serves as a kind of warning about where your property lines are, and what area is probably under surveillance. To some degree walls and hedges do the same thing, except you have to be careful that they do not become obstructions to view so that people can hide behind them or remain out of sight while they break into your building. Most of us have shrubbery around our houses for example. Often we have big bushes under our windows, an ideal place for a person wanting to break in to do it unobserved; just get behind the bush, break the window, go in the house, come out the same way. Nobody can see. The bush is attractive; nobody would argue that, you simply have to look at these sorts of things.

Guard service. A few of you have operations large enough for a guard service. Some of the small operators, by the way, during certain peak seasons when they have a lot of produce, perhaps maintain a guard at the roadside site as a prevention against crime occurring during the peak seasons. Lights are another deterrent area and probably the most widespread one used. I am going to talk about that in a little bit.

Watchdogs. First I wanted to share this table on watchdogs from your survey. What it says is watchdogs do make a difference in terms of burglary. It doesn't affect other crimes, and that makes logical sense as you think about it. A watchdog doesn't prevent internal theft; it doesn't prevent vandalism, etc. A watchdog does reduce the likelihood of being burglarized according to what you report to us. For all operations with a watchdog, only 4 percent reported a burglary and 96 percent did not. Of those who did not have a watchdog, 23 percent reported a burglary and 77 percent did not. So it seemed to make a difference.

There is a great deal to know about the subject of a watchdog, and I don't presume to be all-knowing. I've learned a lot in the last year about watchdogs that I didn't know. For example, there are three kinds of watchdogs. The first one is the alarm dog. They are called yappers. Yappers are effective watchdogs in that they set up an alarm. They are small nervous dogs, too timid to attack anyone, but their high pitched yapping can be heard all over the neighborhood. Some of you would agree with that. These include a Chihuahua, a Pekinese, Pomeranians, Yorgies, Pugs, and Toy Poodles.

The second category is harassing dogs. Harassing dogs are somewhat larger dogs that bark at the approach of a stranger, and will snarl, growl, and threaten to nip or bite the stranger if he attempts to enter the premises. Certain breeds of dogs do have innate characteristics that make them good watchdogs. These include the Airedales, the Russian Wolfhound, Chows, Huskies, Snouzzers, Bloodhounds, English bulldog, Dalmation, and Labradors. These are dogs who have that kind of characteristic about them.

The third kind is an attack dog. These also are broken now into three kinds, a sentry dog is the kind that accompanies his master to locate prowlers and will attack only on command, or if he is attacked. He will stop his attack only on command. Interestingly, we got to thinking about that, and dogs are not like people. They don't need to finish a job if they are well trained, all you have to do is call them off. A second kind is a home or business protection dog who will be friendly to welcome visitors while his master is present, but will attack any intruder in his absence unless they are known family members or employees. He will also stop his attack on command. The third type is the guard dog, and a guard dog or the attack dog will work alone in an enclosed area. Many large operations when they clear out all the employees and so forth at night, will turn in an attack dog to clear the area. Military operations use these dogs and put them in a confined space and they will attack anybody who goes in except one person. They don't distinguish between owner, policeman, or burglar. It doesn't make any difference; they will attack anybody except their trainer. I should go ahead and say though that the third type of dog is a very specialized type of dog. It is not suited usually for roadside market operations because of the risk and the cost factor. They cost a great deal to maintain their training, and the risk is high. If your dog attacked somebody it would not be too different than shooting somebody. So this type dog is not appropriate but in most cases.

Lighting is the most widespread means used for reducing victimization by roadside people. Most of us agree that is a common idea and that lighting does protect in the sense that you can see if somebody is looking. You see light really doesn't help unless there is somebody available to see somebody, but the criminal is not sure. We know of specific instances where lights have helped criminals carry out the crime. So it works both ways. So lights alone will not guarantee you protection; it merely makes any perpetrator likely to be seen, and can be used along with somebody watching or some other kind of mechanism associated with it.

DONNERMEYER:

Let me add on that that we did a study of some households in an open country, coal county of southern Indiana. We found out that although lighting did deter a burglary, it seemed to encourage vandalism at times. It is as if the light sets up the target. We may find that to be true in several different areas, like in the retail area. That says something about how carefully you do have to design any kind of security you need for your operation.

PHILLIPS:

There are conditions associated with any prevention method. I mentioned watchdogs a little bit in detail in terms of what the research on farm markets shows here. On an ordinary farm or rural home, watchdogs have not proved to be valuable in terms of reducing the likelihood of being burglarized or of thefts or vandalism. That is probably caused because

most dogs people own are owned for pets and are not particularly trained to set off an alarm, often burglars become very adept at finding out if anybody is present. A barking dog doesn't particularly bother them; you can hear those any time and if there is nobody around to follow up it is of no use.

One of the physical security things you can provide is door protection. I have learned a great deal myself in the last two or three years from experts in this field. From a residence point of view, most houses can be easily broken into. In order how not to teach people how to break in I don't usually go into detail on that except to talk in terms of what people can do to keep them out. Solid doors are necessary. Many of our doors are hollow core doors or made out of pine or fir and can be easily kicked in. So it should be a solid door, and whether it is solid wood or solid steel depends on how many valuables you are trying to keep in there and how much money you want to spend. Types of locks. You have probably already heard a great deal about that. There is a lot of truth in it. You can buy very good locks today; they are expensive, but you can buy locks that most people can't break in to. Many of the locks that we have are very easily opened, particularly by a professional. By the way, the problems we are most concerned with are not caused by professionals. I should make that clear. So good security measures can markedly reduce your problem if it is caused by amateurs (as it is in most cases). Now the professional is very difficult to stop; fortunately there aren't too many of them. For overhead doors all you have to do is put a padlock right in the track near the first roller. You can stop anybody from raising, backing in, and loading up, this sort of thing. Most often burglars go in through the window rather than the door. Very few of you reported anyone going in through a door; they went in through a window. Windows should be of good condition; you can buy key locks for windows as you can for doors that are fairly inexpensive. Of course grates and grills, resistant glass, and alarms are helpful. There is a great deal of technology now being advanced that can help you if you have a problem. To many of you, the cost would exceed what you are losing. Alarms I will speak about in a minute. Almost any police or sheriff's department have experts on this kind of information.

Space protection from an interior point of view, in daytime is largely for protection against shoplifting, this sort of thing. Lighting at night helps to prevent burglary. I think many of you know that. Leave the place of business relative open, lighted inside. Your cash drawer open on your cash register and keep it relatively unobstructed so people can see in from the outside. These help reduce the likelihood that you'll be picked off. Key control. If you have a number of employees, it is very easy for people to make a copy of the key and just simply come in the door. The physical layout, you should take a look or have an expert look at your layout to see what it is you can do to make it more observable in the nooks and the corners. Of course cameras, mirrors, and employees can be trained to reduce shoplifting. Prosecution policy. Most of us never think of these sort of things until we have a guy pinned to the wall and we don't know what to do with him. Part of this requires us to give forethought and to have a follow up plan in mind if we should catch someone shoplifting. Some

of the people argue that the best policy is always to prosecute. You may have different feelings about that, but for your own protection there are rules to follow.

Point protection. Such things as inventory control. Many people don't really know in the hustle and bustle of a picking season and all this sort of thing, they don't have good systems to know what they have. It is difficult to know what they are losing. Displays, cash registers, the way cash registers are set up can do a great deal to prevent shoplifting in particular. Money handling. Many people have not addressed that problem and that leads to burglary, and it leads to robbery.

Alarms. There are a great many alarms and it is a subject in its own right, and I'm just not going to get into it. I am going to give you an alternative before I get done here. I was going to read you a bunch of things that you sent in. We asked you one of the questions to tell us what kinds of things you did. If I can find that I might share a couple with you.

DONNERMEYER:

While you are looking Howard, let me mention that one way that is found to deter shoplifting is for the owner or the employees at the operation of the store to make eye contact with customers when they come in. Apparently the eye contact sets up a situation of trust and rapport, and it actually deters, especially the amateur shoplifter, from going through with their intended mission. Simple eye contact or a friendly hello will make a lot of difference in many cases.

PHILLIPS:

Joe, why don't you pass out a couple of items we wanted to pass out and then we will conclude. What I want to recommend to you is a book that we were unable to get without having to pay for it in sufficient copies. You can get a copy and we are going to pass out a sheet with the address on it and the title. We found this very good. It is published by the National Criminal Justice Reference Service, Rockville, Maryland, and it is called Security and the Small Business Retailer. It covers all of the subjects we have covered in great detail. It has a check list for preventing everything from shoplifting to burglary that you can do yourself. I think even if you call your police officer out or your sheriff, the more you know about it, the more you can do for your own self. You can't depend on somebody else having all the brains and all the security ideas. I would recommend highly this publication to you. The sheet that is being passed out to you has the address. The publication is free. All you have to do is write for it.

There are other helps on that list as well from the Small Business Administration. Every major city across the country has a Small Business Administration Office, where copies are usually available. Or you can simply

write to the office for them, and they will send you them. We listed three publications that might be specifically related to your end, I would encourage you as my final note, if you can't find anybody to answer your questions, we'll help you. We are in National Rural Crime Prevention Center and we do contact people across the United States. We'll help you find somebody to address your problem. But your best bet is to get acquainted locally. In most towns they are very willing to help. If you live in the state of Ohio, feel free to call us through the Extension Service here, and one way or another, we'll find you an expert. We do have them all over this state and I don't think they are unique in this state. I think most states have them. We thank you very much for your attention. Joe and I are going to be around most of the day, if we can talk to you privately, we will be most happy to do so. Thank you very much.

SELECTING AND TRAINING EMPLOYEES

L. J. Taylor
L. J. Taylor, Inc.
Hillsdale, Michigan

I saw what Joe and Howard would be doing here (I read about it in advance) and I said to myself, "I have to do my part in the segment, and take a look at the selection of employees in days like this where vandalism and pilferage, is so great." May I remind you, the American business system is held together by faith and trust. The number of deals that do not have your signature on the bottom line is fantastic. "Fred, will you save thus and so for me?" "Sure, Mary. When will you be here?" When Mary comes and asks for it, and you say, "I forgot all about you, kid, Sorry." You do that too many times and Mary isn't going to come back--we build our relationships on trust. That is the basis on which our whole system works.

We get the notion that the majority of Americans are going to hell in a hand-basket. I don't think that is true. Most of our trouble comes from the minority. As I deal with people from one side of the country to the other, I find they are rather remarkable, fine people. In general, I have a theory (and I can't substantiate it) that, for some strange reason, we steal less in a culture when we have the least; we steal more when we have the most. I live in a college town and have worked for college for 14 years, and I saw the steady depreciation of morals and values in the fine young people who come to that college--upper-middle and upper class people, except for the football players. It is interesting to see the vandalism that goes on at a fine college. I helped build the gorgeous conference center that they have there, and it breaks my heart when some stupid son of a gun gets into that facility and paints something on a wall, or tears up something. The times have changed; we have over-indulged our own children.

One of the problems is we are up against a society in which there is a strange confusion and a changing values. Dan Yanklovich says that we have not created a society that strengthens individuals. If I am going to be strengthened as an individual, I must have a sense of worth--of self-esteem. Take that away from me, and I am weak. I have to have a clear-cut sense of identity. Who am I? I have to be able to stand tall, whether I am vice president of a college or a maintenance man. I have to have the belief that my actions make sense, and that they have meaning. Incidentally, they pay me for coming here. But I don't come here because they pay me; if you see what I mean. I'm doing something; I'm trying to do something that has meaning to me. I'm hoping, hoping, hoping that I could say something that helps somebody get one idea, just one little idea that would have meaning for him. If I can, then my visit makes meaning for you and my

visit makes meaning for me. To live successfully, I have to have a set of goals and values.

We don't talk very much about values, or about goals. The society in which we find ourselves is a society that calls for "eat, drink, and be merry--for tomorrow who knows what." If you are painfully pessimistic you can see Russia sweeping into Iran; you can see Indira Gandhi playing footsie with Russia and giving them access to the sea. And then what do we do? We are in the most unbelievable situation where the United States the greatest power on earth, can't use any power. It is maddening. We are tempted, therefore, not to plan--not to have goals, not to have values. We have to have a feeling of our potential. A person has to have enough stimulation to avoid boredom. In a place like the city of Detroit, 40% of the black youth are unemployed. Many of them have never been employed. What do you do for stimulation to avoid boredom? The other day when I was having my annual physical my doctor who is a Chinese American said, "Whatever you do, don't retire, you're no good at shuffleboard." Then, there has to be the feeling that "my world is a stable world"--that it has some balance and some security. Now I have that. I hope that I do a good job here in the two little sessions that I have. I hope that you are pleased by it. I hope that it does something for you, but if it doesn't I'm not going to commit suicide. You know why? I've got a little old beautiful wife in Hillsdale, Michigan, who thinks that I am the greatest. She wouldn't have me be six feet tall for anything; she wouldn't have me have nice grey white hair like some of you. She has accepted me as a potbellied 5 feet 4 1/2 inches tall guy and she thinks I am terrific. That gives me stability. Arlene loves me. A society has to create those stabilizing conditions, and we have done a lousy job of it.

Now, how is all this connected to the selection of people? It is, because we almost teach people to steal. Management can make sure that the conditions exist where they will get ripped-off. I co-authored this little booklet that I'd like to give all of you--because I think it is good. These things cost 70 cents a piece but we decided to give them to you. The booklet is called, "Thievery in Business--the Profile of One Who May Steal." The moral of this story is, in your selection processes, to know enough of how people operate that you don't unwittingly, stupidly, hurriedly, hire a guy who may teach everybody else how to steal.

The first part of this bulletin says, "In 1976, the Department of Commerce said that the theft rate in American business was 40 billion--three percent of the GNP at that time. Progressive Grocer said that 55% of all shrink in supermarkets is internal." I would bet you that people steal from you more than you think they steal from you, because you don't have any way of knowing whether they steal from you or not.

People in the supermarket business very often teach their employees how to steal. I have a friend who owns stores a few miles from my daughter. Whenever I visit, I go over and see Frank, and he takes me to see his latest store. As we move along, he picks up a ham, he picks up some vegetables, he gets a whole flat of strawberries--and I go out with about \$40 worth of goods, which he wheels around the check-out stand. What is he teaching the people in the store? He is teaching them how to steal. I've talked

to him about this but he just laughs. He selects people carefully, he trains them, and then (by his example) he denies the training. By the way, shrinkage in the supermarkets in the United States equals the net profit of the supermarket--about one percent.

Supermarket people are going to have a big advantage over you, and that advantage is computerized scanning--the automatic check-out system. In another two or three years, they are going to know, down to the last penny, what is stolen out of a store. They will be able to trace their goods that closely.

Well, my theme for these next few minutes will be to hire people who, as far as you know, will not steal from you. This guy is coming to seek employment with you--it doesn't matter if he is young, old or in the middle. What he is bringing with him in his cortex (which is the lining of the brain) is all the experiences he has ever had. Every problem that you ever had is recorded on that gorgeous, unbelievable, natural computer--the human brain. Now, those experiences are his motive force. If this fellow is applying for a job, he brings with him his reaction to all these things he has accumulated. I shudder to think what my life would have been like if I had not had my father to train me. He was an eighth grade dropout and the most brilliant man I ever knew. He knew psychology although he couldn't spell the word. Nobody called me shorty, half pint and such terms because my father wouldn't stand for it. My father made me stand tall. One morning when I was about 15 my father said, put on your Sunday suit and we are going to Detroit to have lunch with the president of the Michigan Board of Realtors. He introduced me as his son and partner. The president talked with me and listened to my reactions, my hopes and aspirations for 15 or 20 minutes. He treated me like an adult. I've never forgotten this.

Let me give you the profile of somebody who might steal. Low self-esteem. That is shorthand for, "I don't feel that I'm worth a damn." A lot of people carry that kind of thing with them. A lot of people come in that don't have recognition by anybody; they haven't succeeded at anything; they don't have that kind of feedback that says, "You can, son, you can."

I was the A student in our family, I couldn't do anything else. My brother who now is 6 feet 4, was the dumkoff; he couldn't count past ten with his shoes on. He brought home the low grades. Father didn't put on a big parade with my all A cards; he thought that was good, but the fellow that he gave attention to was the one who was failing. Now that I would say is good management and philosophy. If you've got somebody working for you who is doing well, be sure to tell him; but you don't need to fire a rocket. The guy who needs your help is the fellow who goofs up, the fellow who hasn't learned, the fellow who can't, the fellow who won't, the fellow who just doesn't understand. Maybe you shouldn't have hired him in the first place; but if you did, he needs your support. Anybody can love a kid who is succeeding; it takes a real good father or mother to love a kid who is in the pits. Low self-esteem.

The second indication is frustration. Why is it young men drive their dads new Buick to the Detroit airport, go upstairs to the mens room and tear the doors off the stalls, tear the winds off the wall, etc. Frustration! "I'm left out. I don't amount to anything. I don't have the real support that I should have." In the city of Atlanta, some years back, they had a run of vandalism in the better homes in the section called Druid Hills. The police caught six boys in one of these homes, took them to the lockup and called their parents down. Where do you suppose the boys lived? In Druid Hills. The fathers arrived and said, "How much will it be?" The judge said, "The slammer." The father said, "We'll get your job, you so-and-so. You can't do that. Don't you know who we are?" The judge stood by them. These kids were giving evidence of that strange thing, "My life doesn't amount to anything; I don't feel right. I'm going to take it out on somebody." Frustration.

Number three, insignificance--insignificance of self. This means a fellow doesn't like himself; no accountability. Now I'm getting into territory where you, Mr. Store Manager, can do something. By no accountability, I mean he doesn't have any sense of the importance of his job. He is putting in his time, getting his pay, and that's it. This is a result of management failure.

Number four, disregard of others. My wife is treasurer of a national sorority. I'm appalled at the utter selfishness of the children of wealthy parents. They are accustomed to having everything they want; and if they don't get it, they take it. You have to lock up everything because they steal from each other.

Number five, disregard of custom. I'd be very careful of the odd ball. Number six, no sense of finance. What do I mean by that? I simply mean the guy who reasons, "They will never miss it. Did you notice the new car he's got? The sucker is up to his knees in money. I don't know where he gets it, but he sure has got it." Another guy says, "I'll tell you where he gets it--from not paying us anything. Anybody can see that." The funny part of it is, you are about to go over the brink with your mortgage. Part of this is again a management failure. We don't teach anybody anything about finance. I would guess that many of you, because you are a small business, still cling to a small business myth--namely, "What they don't know won't hurt them." Studies show that when a person does not know anything about the gross and net, the profit picture, and so forth, that what he makes up is infinitely worse than anything you could tell him.

Another one is false security. "I've worked for him for four years; everybody around here knows me. They'll never think of me." You know the story of the most trusted man in the bank who just embezzled \$250,000 and is on his way to South America. This is false security. "Everybody does it, why shouldn't I do it?"

Now, these things grow out of the picture the individual has of himself. What is the moral of the story? The moral of the story is find out what kind of a person you are getting. Here are some suggestions to management: Make your philosophy clear. What do you stand for? You know that

old statement, the person who stands for nothing, falls for everything. Do you make clear to your employees what your philosophy is? A secret that I've learned working with business people is that most people can't answer that question. Their philosophy is apt to be, "Sell as much as you can; make as much as you can as a result." I'm still a little shaken when I ask management of a 350 million dollar business, "What are you in business for?" and the president gives me that, boy you must be dumb look and says, "We are in business to make a profit and you had better believe it." In my least harmful way I say, "Why don't you run a whore house?" Management must make its philosophy clear. 2) Training has to include the facts of financial life. You realize, of course, that the errors made by employees are invariably made in favor of the customer. They handle that money, and they don't think you will miss it. It is unconscious, but it is there. Take greater care in the recruitment of your people. 3) Relate to and know your employees. You are dealing with somebody who has spent a long part of his life dealing with people in the retail business. I can tell you from that experience that a lot of owners and managers do not really know their employees. They don't relate to their employees. They can work with them every day, and yet there is a gap wider than from me to you. 4) Management has to play fair. Take the fellow who has low esteem. The fellow who does not feel that anybody cares about him--and prove it to him. Give your fair haired boy all the breaks, and give this fellow the shaft. The victim may walk off with whatever he gets ahold of. 5) You have to set an example. You've got to be clean as a hound's tooth, if you expect the dogs that are working for you to be clean. And believe you me, they know--you can't hide a thing. They know all the tricks you use with the Internal Revenue Service because you were so filled with joy at how you screwed them that you passed the word to one of your people. That was just before your latest lecture on how we must all be honest if we are going to succeed. I think the price of leadership is a good example.

Let me close with a simple little statement 1) All development is self-development. Select your employees carefully, but they will develop themselves. 2) It occurs right on the job. You have the best educational opportunity of any kind of employer, because you work with your people. All development is self-development; it occurs right where you are. 3) It occurs best under a manager who cares. I don't mean that you kiss them every morning when they come to work; that you tell them not to work too hard. I don't mean that. Caring may mean discipline, control, direction, example, courage of your convictions.

4) Finally, growth is its own reward. I know what some of you want to say, our employees don't stay long, enough for us to train them, we've a lot of part timers and they only want money and you can't change that, etc. But I know some things about people. Almost tomorrow it will happen. Daddy will be in one chair and Mommy in another and the little boy who has been crawling stands up. And Daddy will say walk to me - he gets up, takes two steps and falls. With encouragement he gets up and finally makes it. The joy in his eyes is like that of Columbus when he saw land - he'd done something that no one else ever did. The reward was in doing it. There can be some of this type reward for employees in the business.

KEEPING EMPLOYEES PRODUCTIVE

Lawrence Taylor
L. J. Taylor, Inc.
Hillsdale, Michigan

Four times a year at Hillsdale College, for which I once worked, we have a Professional Management Seminar for supermarket people. We take five days to do what I'm supposed to do here in two sessions--so you see, either you are foolish or I am.

Keeping employees productive begins with your responsibility in doing a more careful job of selection. That means that you, yourself, have got to learn how to interview people; you've got to learn what it is you are going after. The food business, in general, is guilty of this all over the world--we need somebody; we've got to have him now. We lose a sale if we do not have him now. Is he warm? Is he mobile? Can he see? Then we'll hire him. Hire in haste, and repent at leisure.

Instead of that, we should be deciding: 1) What kind of a person are we looking for? My son-in-law (who is a smart young fellow) built a house about three years ago in Pennsylvania. He went to **great** pains to find a builder from Lancaster, Pennsylvania. I don't know if that name rings any bells with you, but it is Amish Country. His house was built by Amish craftsmen, with high personal standards and values. It was like having a house built by cabinetmakers. He went after the people he wanted. 2) What kind of job is it that you are trying to fill? What kind of people do you want to fill that job? We are apt to put up a sign that says, "Help Wanted." If we can get the vacancy filled by noon--why, that is great. This whole business of interviewing is an art. I'm tempted to go beyond myself and tell you how to do the interviewing job. This statement was prepared for supermarket managers:

"Tips on Interviewing. It should be clear to you that this is a very important situation. The individual will work hundreds of hours in your store, and must be selected with care to give the best he has. Avoid being hurried, harried, and harassed. (You know what that means--'just a second son, I'll be with you in a minute.' 'Yes Mabel, I'll be right there' while you are interviewing somebody). That in itself tells him he is not important to start with. Pre-plan for the interview. Establish an atmosphere of friendliness, but don't forget what you are after. Discover what you need to know skillfully. Take care to be legal. Don't be afraid to look at the negatives. Size up the person as you go along. Find

out how he reacts to new things. Close the interview carefully. Check on his references. Don't call us, we'll call you."

Now I'll go back. Pre-plan for the interview. Be sure to know everything about that job--what it requires--what its conditions are, the rules, the policies, the pay, the benefits, the vacations, the works. If possible, be armed with information about the person you are interviewing so that you are ready. Many of you have a form for them to fill out; that gives you the wonderful advantage of being able to read it before you have them come for the interview. Plan for a meeting place that will give you an uninterrupted session. Oh I know how valuable you are; I know how you've got to be in the center and running everything, but in this instance let somebody else do it. Interview that person as if he or she were important. Have a plan of operation. Don't give the impression of being an overworked guy who really can't spare the time. Oh I've been around the food business a long time. I know that too often the manager says, "This job is different than any one you were ever in. Boy do we have to work. This is go, go, to. This is pressure." Then they prove it. They are looking every way except at the man; they are answering the telephone; they are doing everything else. Be ready, in advance, with an outline and an approach, and your questions.

Establish an atmosphere of friendliness. I'll bet you that most of the problems that you have with your employees are problems caused by improper communication. His perception of you may not be a good one. He may like you but feel "he is too busy." "I'd like to go and ask him how you do this, but it is kind of a dumb question and he'll think I'm stupid. And besides, he is so busy." Maybe he went to you once and you said, "I'll do it myself. I can do it faster than I can tell some dumb kid how to do it." That is how to not establish communication with the other person. Establish an atmosphere of friendliness. The other person may be uptight and scared. Have you forgotten what it is like to go and look for a job the first time? When your dad has said, "Boy you better get it or out you go." Here is an 18 year old who hasn't had a job since he graduated. The old man is putting the heat on him. Put him at ease with your look, your voice, your carriage, your general attitude. Don't forget that he is also interviewing you--of course he is. He is watching you. I taught this kind of stuff in college. Then I hired one of the kids who graduated to work for me. Now he has worked about six months and he comes and says to me, "Could I have about a half hour of your time?" "Of course, Chuck, you know you can." "Okay may I ask you about something? However, would you please not answer the phone while I'm in here? Would you please not open your mail that I can see stacked right in front of you. Now I know you are smart; you're one of the smartest guys I've worked with, but it would comfort me if you were looking at me and not looking at the letters. Please don't look out the window at the coeds as they go by. They'll be there after we are through." What was he doing? He was telling me what I had told him in a class on interviewing. You watch a person; you give attention in voice and looks. Now, I will admit that I'm reasonably smart, and whenever the phone did ring, I was usually able to come back right on the sentence and the idea that we left--thus proving to whoever the victim was that I was smart, but I was not giving him very much comfort.

It helps to have some small talk. One of the toughest things in the world to get business people to do is to relax and have a little small talk. "You live over on the east side. Do you live anywhere near the Smith's, the Charles Smiths. I went to school with Charles Smith. You went to school with Charles Smith, etc.etc." But don't forget what you are after. There is the danger that you will small talk so much that you will forget what you are after. When you, the older person, interview the younger person there is the danger that you will get your violin out and start playing Auld Lang Syne--. "I know what it is like to have applied for a job--I well remember. Those were the days... Boy the Depression... Didn't have the kind of dough that you will get..." Pretty soon he is lulled to sleep while you are playing the virtuoso parts.

Ask good questions. What is the most important reason why you want to work in this establishment? If you can get him to tell you that his old man has threatened to dump him out unless he gets a job, fine. If he says it's so he can save some money to go on to school, fine. That lets you know something. But, be sure to ask a question that causes him to look into his mind and then speak. Listen for what is not said as well as for what is said. For instance, the interviewer asks a good question, "What do you like best about your present job"? The fellow says, "I used to be more excited about it than I am now." Well, the questioner goes right on without hearing the unsaid. He should follow up with something like, "I'd be interested in why you said that". He has opened a new can of worms and has let you know that he is not getting along with himself or with somebody. You need to listen with your feelings, too. But keep them under control. Discover what you need to know. Is it important that you know something about his background and experience? Then go after it. Health? Family? Interests? Personal attitudes? Social attitudes? Leisure attitudes?

There is a great difference between the older employee and the younger employee of 1980. Perhaps because I am an older employee, I feel that the dice are loaded in your favor if you can hire an older employee whose got some trace of values from another day. If you hired me, you would discover that you made one good judgment--I'm too dumb not to work hard! If it is necessary to work at night, I work at night. If it is necessary to travel, I travel. Young people are not apt to be like that. They have a different attitude toward work; I trust you've noticed. Incidentally, the carrot and the stick won't work.

You have to watch yourself as you are interviewing people that you don't carry into an interview situation your ways of "seeing" a person. You can make that fellow become what you want him to be. Because you need him so badly, you can overlook questions that you ought to ask, but don't want to ask, for fear he will give you the wrong answer and you won't be able to hire him. You may not even know you are doing this. It is a tough job to go after the information that you want. Don't be afraid to look at the negatives. "What was your principal reason for leaving your last place of employment?" You may get an answer you don't want to hear. Or, you may get an answer that you know darn well is not an honest answer, therefore, why ask questions like that? Learn to size up the other person as you go along. Look at people. Look at people. If you ask him questions and he puts his head down exactly as if you had hit him in the

stomach. Then he waits a time before he gets that answer out. Can you follow up? Watch him. Be sure to pay attention; find out how he reacts to new things.

Now, I want to take a look with you at this whole matter of keeping up productivity. I was fortunate when I started work at Michigan State University that I had a chance to work with Don Phillips, remarkable man. Don had wisdom which modern management experts have now put into books. But, he did it in the most down to earth, simple style--I like it because I'm simple. Here is one example: "When people share, they care." That is a course in human relations in five words. Do you have a caring group? Do you have a group that is reasonably interested in the welfare of your operation? If they don't have that interest, I predict that they don't share in those areas where caring can be developed. Someone asked at the break how much knowledge should your work force have of profit and loss, things of that sort? My first answer is, they aren't interested in exact dollars; most employees don't really care to look at your income tax statement. But, they want to know the basics of the business. The wife said, should we tell them we make two or three percent per year on the operation? I said, "They won't believe you at first." Their notion of what you make, and what you actually make, is sometimes miles apart. If that's the case, that is why people steal from you--because they "assume". They've heard it. Perhaps you've said, "This is marked up 50 percent." He thinks, "Oh, it costs a dollar. He makes 50¢. No wonder he can live across the street with air conditioning." That simply means you have not shared with the person basic information, after they have earned the sharing right. I don't think you should hire somebody and say, "Sit down, son. We'll open the books for you." I think a person has to prove that he is on the team, and that he means to go forward with you. Then that person ought to have information.

Here's another example from Phillips: "People are loyal to what they create." Nothing quite matches the love of a mother for her child. Now, having mentioned those two little notions, I would say that they sum up the modern ideas about management.

My first work experience as an adult was in the Do-it Dammit Days. I worked in a tool and die shop. The boss fellow had a marvelous way of getting people to do things: "You like to eat, don't you?" Now that meant, if you don't do what I tell you, you ain't working here anymore. That is the carrot and baseball bat--I saw him use it on people. Many employees uttered "statements" about the boss--his ancestry and whole family tree was in doubt on almost all accounts. He didn't win in anything by the technique that he used. What I am working toward is that, if you want productivity, you've got to have standards. And those standards have to begin with you. Too often the boss puts emphasis on productivity and profit, period. Very little attention is given to the way in which these are achieved. Very little attention given to the people who must produce the productivity and the profits. You, as the employer; you, as the owner; you, as the boss; you are the standard bearer. You've got to know what you are after, and very frequently, you don't.

A banker, years ago in the 50's, said, "If I could tell you the number of successful businessmen in this town who are successful in spite of themselves, you would be amazed." I've got news for you. The fellow who is successful in spite of himself, in the kind of day we are going into, is going to be a very rare bird. You have got to be a professional manager. Certainly, the first step, is to know what your aims and goals and purposes are. You've got to set up your standards. Since most people don't write them down, work with your employees so that you illustrate them. Most employers do not sit with employees and talk over how things came to be. Last week I had lunch with the president of a company to set up a meeting with 28 people in his firm. I asked "how did your interesting company come to be?" He told me an interesting story and I asked, "how many of the 28 know this story?" He said, well, I think one of them does. "What is the reason for not telling the others"? I never thought of it, I didn't think they'd be interested." Here is a guy who is giving his whole life to a company and not sharing with them a thrilling story of how the company got to be the wound company it was. Standards have to begin with top leadership.

I would suggest that you go home and write a simple statement of why you are in business. Why are you in business? If you are in business only to make money, you better get out of it because you ain't making that much. Most of you aren't in business to make money. I often watch Mr. Glei, that iron-faced fellow who has the roadside place three miles away from my house. Mr. Glei loves apples. It is a thrill to be in the presence of a man who loves a Cortland so much, that he has courted it all his life. He tells my wife the glories of this particular apple: "Have you ever tried it this way? Have you ever done that?" This glum-pussed guy all of a sudden becomes exciting, and then he goes back to being Mr. Glei again. See if you can figure out why you are in business. Then ask yourself the question, "Do my employees know this? If they don't, how do I explain it to them?" Standards begin with you.

The normal person wants to succeed at any job that demands his best efforts. It is fiction to say nobody will work. But, they're not going to work at something that is humdrum, that is not satisfying, that doesn't have much excitement to it, and after which somebody says, "Fine, you're done. Come over here and I'll tell you what to do next." Nobody wants to listen anymore. Listen? He doesn't even want to work there. A normal person wants to succeed in any job that will call for his best efforts, provided he is in on the call. Provided he is in on the call. You see, people don't need to work anymore. You haven't forgotten that have you? In the state of Michigan, if I'm 25 years old, and work long enough, I can get disengaged from you and get almost as much money as you pay me (for a heck of a long time) from the Unemployment Compensation Commission. There are auto workers from Michigan who are in Florida now; the commission sends the checks to them down there and they make almost as much as they would working in the auto plant. The normal person doesn't want that. A normal person wants to succeed in a job that requires his best efforts.

Success demands some measurement. I don't think there is anything worse than working on a job where you can't measure your success. The

universal cry of any working person is, "How am I doing?" I had a bad time Sunday. My grandchildren had not sent me a birthday card. I was downhearted. At 12:15 the phone rang and they were there. I felt better. Twenty minutes later the phone rang again and three other grandchildren were singing "Happy Birthday" off key. I was okay now. I was getting feedback. You can't live without feedback. But to get feedback, a fellow needs to know what he is supposed to be doing. One danger of being a practitioner right along with your workers is that because you are the head you know how things ought to go. And, if you are not thoughtful, you could be a terrible person to work for. You expect them to know what to do even without you telling them.

The yardstick that the boss uses must be the same yardsticks that the employee uses. It is bad to be judging others by the metric system while you are judging yourself by the good old American system. To be worth a hoot, both parties have to be involved in setting the standards. There are all kinds of systems. If somebody has worked for you for a long time, you are paying him well, you have a right to know these things. One way of checking this is to have him make a list and for you to make a list of his job priorities in the order of their importance. Tell him that tomorrow you would like him to bring you such a list. And in the meantime you, the employer, will write a list of priorities as you see his job. Further, tell him that at coffee tomorrow we will compare the two lists. What do you suppose you'll find? It would be the hand of God if they matched up.

As your employer I am working my tail off to accomplish what I think is priority number one. What I don't know is that my number one item is way down on your list. Now you don't say anything about it except I sense when you come into my presence that there is something you are not saying. And I say to my wife, one of these days I'm going to say to him, "Look George, come on out with it." But I don't. That is not my business. I'm not the boss. I'm not supposed to initiate such a discussion. And you, the boss are saying to yourself, I guess this guy is not as smart as I thought he was. He went to college didn't he? But he isn't doing what I think he ought to do. Now perhaps you did stress back at your first interview what he was expected to do but that was a year ago. If he sees something you don't see, because he's a little closer to it, then you're in a position to say, "Now I see why we have been a little edgy about some things here." As the boss, you can tell him I want this straightened up and quick. And if you're smart you'll do it the way I want it done. If you do, you've just blocked off the pass. Now, if you are a smart boss, you'll say to yourself, "I discovered evidence that our perceptions are not the same. I'm going to find out what the reasons are for this." So you ask the employee, "What causes this? What did you see? What has been the result so far?" You discover, "Hey, this guy is just as smart as he was the day I hired him."

There are all kinds of systems for doing this--matching perspectives. Charlie Schwab the great steel man, used to ask a superintendent of a plant to prepare a six-month goal statement. Then, at the end of six months, he would have the man come in with his statement and with a report on how he came out. You see, he was sharing and caring; he was making him justify why he did not do some of these things.

The standards have to be realistic. We tend to be unrealistic in our standards; the sharper you are, the more the danger that you will set up standards that can't be reached. So, they have to be realistic. The man ought to be pitted against himself, and not against other people. Bruce Jenner, who won the decathlon in the last Olympics with highest score ever achieved, announced the day before he'd won the title that he had it. How was he able to do that? He knew that the best that he had done, and could do, would win. He wasn't going against Germany or Russia--he was going against Bruce Jenner. That is what the great golfers do. But, the standards have to be realistic. This guy may need training or a seminar, to do some of these things. You may have to pitch in and give special help yourself. But don't expect him to do something without the information, the experience, the skill, the background, the technology, that is needed. Clear away the roadblocks to success.

Peter Drucker, the famous management consultant, was once asked how to motivate people. Drucker said, "You ask the wrong question. The question is how do you get out of his way so he can do it." Very often the boss is in the way of the aspirant who is trying to succeed, and he doesn't even know it.

Let's say you discover that this fellow (your employee) has a different list than you do. Let's say that, after the interview, you agree that he can go ahead and do his job with his list of priorities, not yours. I would bet he'd succeed. Don't say, "Throw the sheet away. I'm glad I found out how screwed up you were." He will say, "Thank you", go home and say to his wife, "I wonder if I should take that job in Florida." Clear away the roadblocks to success, and I would bet you--he'll succeed. Drucker also says, "Make it easy to work." The best football coaches are not those who tense up the players. The best football coaches are the ones who have a bit of fun about the whole thing. There is enjoyment in the operation.

The individual has to be trusted to do what is agreed on. My dear owner, manager, whatever you are--that is the toughest thing on the list. We tend to trust ourselves: "If I could just get out there and do everything myself, I wouldn't have any problem." I bet, if you had six guys like you, you would have trouble with those six guys! Trust. There is nothing quite like trust. Again, my friend Phillips said it, "Nobody can rise higher than the trust another has in him." I have a lovely daughter, and it is wonderful to see her handle her children. She believes in those kids. She trusts them, and she makes it evident that she trusts them. Lots of mothers don't do that. She says to the 13 year old boy, "I know you can handle this because you've done things just like this before. I believe in you." He goes out standing six feet tall (which he will be before I know it). An individual has to be trusted. Trust him, but also have sound evaluation procedures.

Let's see if I can summarize, in a fashion, what I've been trying to say. You must have objectives. (I could have said goals; I could have said a philosophy). You must have objectives, and translate them to others. Set standards with the employee; let him or her perform. Evaluate, as agreed upon--there should be agreement with the person doing the work that a part of the cost of letting him perform is periodic evaluations. My

experience shows me that retailing people tend to do a poor job of selection, orientation, training and evaluation. That is about all there is.

When people share, they care. What I have been trying to say is that the people must share in shaping with you, under your standards, under your objectives, your philosophy; people must share in the shaping of the task. Sharing, they must have a chance to have standards that are agreed upon between the two of you. But, to give satisfaction with the job, there must also be answers to, "How am I doing?"

Now, how should that be done? How should the evaluation be done? I'll tell you how not to do it. "Sit down, Fred. Well, this is that time, you know that we agreed on. We said after a month on the job, we'd evaluate your performance. I've got the material here somewhere; I'd like to talk to you about it. This is the dossier from the CIA. Now, I think you ought to know that in general, you have done a very good job. But...(this is where the guy gets it). But, there are two or three things we ought to talk about." Now, if I do that to you, what am I doing? I am telling you how I perceive you. That is all. I'm not you and you're not me. But, from the outside, I become God. This is one of the reasons people don't evaluate, because they feel they are playing God. All I'm doing is giving you my observation of what you ought to be doing if you had all my knowledge, all my experience, all my background and were as nuts as I am about whatever it is. "Therefore, I'm saying I want you to behave exactly the way I do."

Somebody said to me, "How do I get my employees to be as concerned about this company as I am?" I said, "Divide it up. Give each one the equal share with you." He said, "You're a socialist." I said, "No, I'm a realist." I don't think it is possible for anyone to have all of the enthusiasm, the drive, etc. that I have for my baby. But, I want you to develop it within the orbit where you work. I want it to be yours. So, my evaluation is not a kind of thing where I sit down and say, "Tom, let me tell you what I think about you." We look at the job. As a matter of fact, if you and your man have agreed on priorities, then we don't talk about Tom at all, we talked about priorities. We say, "Let's look at this thing. How is this one coming?" Now you've got a perfect opportunity if you want to ask, "Are you satisfied with this?" And then, to say, "I'm not satisfied; maybe I'm looking at it differently." But I'm not saying to Tom, "I don't like you." I'm saying, "Tom, we set up some goals; let's look and see how the priorities are coming along." Some questions you might ask: What is your greatest satisfaction? What one thing do you do best? Where do you need most to make an improvement to make your work do what you want it to do? What positive steps have you taken to make that improvement? What do you like least about the job? Find about how he perceives, because that is the secret of motivation. There is a reason for doing all this. Keep yourself out of it--listen to him. I can't motivate you, Tom; I've got to find out how you can motivate yourself." Ultimately, ask him what significant change he would make in his job, if he could. Then, ask what is the most important thing you can do to help. What I'm saying is, let the person evaluate himself.

Now, having said all this stuff, what do you want to say to me?

Q. HOW OFTEN SHOULD THIS BUSINESS OF EVALUATION BE OFFERED, AND HOW LONG SHOULD IT TAKE?

A. First please remember, I know nothing about the unique circumstances under which you work. I leave to your native intelligence, and the fact that you own the joint, to fit whatever you could into this. I would say that the crucial time in the life of an employee is the first day. One of the principles of perception is serial order--we tend to remember the first and the last in a series. A customer is the same way. If a customer comes to your stand and gets rebuffed, or gets bad goods, the very first time, they are not apt to be back again. If they have been coming there for three years, when they come back again they say, "Oh, brother, was that corn lousy," and you can make it good. But, that first day counts. So, I would give careful attention to that first day. I would make sure that the person knows, within reason, everything he ought to know about this operation. He ought to know the people; he ought to know the purpose. Be very careful not to throw so much manure on him that he can't assimilate it, but he needs to know from you that you are going to evaluate his work tomorrow noon, if it is that kind of a job. One of the terrible things that we do is we never give a guy a chance to need evaluation--we are "snoopervising" all the time. You tell him to go and do the job and then ten minutes later you are over there saying, "eh, eh, eh". After awhile he discovers you are an eh, eh, eh, guy all the time. You need to define the job, but if a list is needed, let him write the list. Let him check against the list. You have to make a judgment as to how long a person does a job before he gets evaluated. Is it one hour? Is it one week? With my own employees, I always said, "A month from now, let's get together."

Q. HOW EFFECTIVE IS PROFIT SHARING WITH FULL TIME EMPLOYEES, AND CAN IT BE USED WITH PART TIME?

A. Well, I buy my groceries at a profit-sharing place that is phenomenal in customer courtesy. A little ways down the street is a big chain store. The chain would give a great deal to beat them out. You say at the big chain, "Where do you keep the thus and so?" The girl says, "I don't work in that department; you'll have to ask them." You ask at the profit sharing operation, and the boy says, "Follow me." He takes you right there. Part of this is behind the scenes--they link up the profits with the job to be done. I think just plain profit-sharing is wasted time. It has got to be linked. They have to share and care to make it work. I would say, don't try a profit-sharing plan unless you've done all the other things. If you can honestly say to me that these people understand what their jobs are, that you evaluate them, that they can truly relate to you, they aren't afraid of you, that you hold sessions every now and then that remind them of the job to be done, you have group evaluations, then just maybe you are ready to try something like profit-sharing. You don't dare share profit until they understand the finances of the business,

because they won't believe that you make so little and are apt to think you are a stinking miser.

Q. HOW DO YOU BEGIN THE EVALUATION PROCEDURE WITH AN ESTABLISHED EMPLOYEE?

A. You have to be very careful not to develop a Perry Mason District Attorney approach. Have a small talk--you can't just listen without talking, you see. The person needs to anticipate that there will be an evaluation. The best way with a salaried man, on a yearly job, well-trained, is to let him know that you are looking at results--objective factual results--and not at him. The thing that scares all of us is that we spend our whole lives being evaluated. Your man has to know what he is going to be evaluated on; he comes prepared for that evaluation, and isn't afraid of it.

Q. HOW DO YOU GO ABOUT AN EVALUATION WHEN AN INDIVIDUAL REALLY DOESN'T UNDERSTAND WHAT THEY ARE DOING, OR GIVES YOU THE WRONG ANSWER?

A. A friend from Chicago phoned to ask for suggested questions to evaluate his executive assistant who earned \$25,000 a year and had worked at the job for six years. I warned him he might not get the answers he wanted or expected. First question, what is your greatest satisfaction from this job. Answer, "Seeing 5 o'clock come every day." He called back to tell me he felt like throwing the list of questions and the employee out the 17th story window. Don't be surprised if you don't get the answer you expect. There is a great danger that you will be answering it yourself. You say to your guy, "What is your greatest strength?", and he gives his greatest weakness, as you saw it. You've got a problem; that means it ain't going to be that easy. Ultimately, you are going to have to speak the truth in love, I guess. You look at a produce display and tell your clerk, "Boy did you louse that up. I thought I told you how to make that display, you dumbkoff." That is wonderful. He loves you, warms his heart and so forth. If you can say, "Stand back here Fred, what do you like most about that display?" And shut up! He may say, "Well at least I got it done." "What did you have in mind when you put this particular thing here?" "Well I guess I didn't have much." Let him analyze it. It is funny the Good Book is a management guide. St Paul said in effect, rub salt in their wounds. If you let me take care of my own wounds, I can feel the pain. When you do it the pain is awful.

Q. WE HIRE A NUMBER OF HIGH SCHOOL KIDS, USUALLY SATURDAY MORNING AFTER THEY HAVE BEEN OUT LATE ON FRIDAY NIGHT. THEY ARE WORKING--BUT I COULD DO IN FIVE MINUTES WITH ONE HAND WHAT THEY'VE DONE IN AN HOUR.

A. You were giving a perfectly good, wonderful illustration of what perception does to people. You see these kids, and it raises your hackles--you could do the job; what are you paying the clucks for? May I make a wild suggestion? Sit down with the kids for ten minutes, lay the problem before them as you see it, and ask them how they would solve the problem. We don't use five percent of the ideas, the skill, the enthusiasm, that our people have, because we are always telling them what to do. Put the ball in their court. When they share, they care.

PLANNING AND REMODELLING FACILITIES

Chairman: Edgar P. Watkins
USDA, Washington, D.C.

Good morning. I'm Ed Watkins, presently with the USDA in Washington, but for many years previous an Extension Economist in Food Distribution at OSU. We're here to discuss planning and remodelling facilities, and I'd like to start this session off by introducing Brent Rhoads, Rhoads Farm Market, Circleville, Ohio. I will just turn it over to Brent, and let him do his thing.

Brent Rhoads
Rhoads Farm Market
Circleville, Ohio

Thanks, Ed. Our market is about 30 miles below Columbus at Circleville, a town about 14,000, and Columbus is our closest major population area. Within our county, and within a ten mile radius of our market, we have approximately 25,000 people.

In all my experiences visiting conferences and markets around, I've never seen two markets that were the same. Everyone has their own personality, and their markets reflect that personality and what they are trying to accomplish.

For people considering brand new facilities, or first-time market people, one of the first things I would consider in planning or building a market is the location. With the gasoline situation the way it is, for future planning it would be advisable for a farm market type of business to be near a major-traveled road or perhaps close to a shopping center. Of course, if you are going to have an image of on-the-farm marketing, it is rather hard to have a farm right in a downtown, metropolitan area.

If you have existing facilities, which I'm sure most of us do here, the first question I'd want to ask when you remodel is, "What kind of image do you want to preserve or to create?" Most of us probably tend to use a structure such as the barn, which is probably the most easily related to a farm image. I'd like to show some of the building stages we have gone through since we started.

This first slide shows what I would call a very basic, 24' x 40', wood structure--we started with it back in 1965. We had overhead garage doors that would close at night, and a twelve foot lean-to type porch in the front. We were open from the first of May until the end of October, selling bedding plants, strawberries, sweet corn, melons, related small vegetables, pumpkins and squash. A year after, we purchased this site of an acre and a quarter, we had the misfortune of having an auto wrecking yard develop right behind us on the hillside. It does not help our image. Our first market stayed basically the same until 1971, when my wife and I came back to the farm market operation with my mother and father.

In 1971, we built this 64' x 24' pole building to the southside of our market, and put on a fiberglass roof to shelter our bedding plants, which were an early season profit-maker before the strawberries. This building was also used in July to store baled straw, which we sell for various reasons during the course of the year. We also use it for an annual sweet corn roast. In October, we use it to mass display corn, squash, and pumpkins, and as a place for such events as a local grade school pumpkin coloring contest. Our main produce sales building remained the same through 1974, with a garage door front and a rear area partitioned off inside to serve as storage, sorting room, and cooler area.

In 1975, we decided the building was not large enough to provide our needs. We had two coolers sitting in the back area, exposed to the weather. Empty crates and baskets started to clutter our place, and we didn't look much better than the auto wrecking yard behind us. So in 1975, we built this 62½ x 54½ main sales building right over top the existing one to increase our sales area by 50% leaving the three old walls inside for partitions. It also doubled our rear storage, sorting, and cooler area.

We kind of got off on a tangent in the market business, like a lot of people have. During the course of a year, probably 60% of our sales are garden center related items; on-the-farm produce probably falling down to one-third of our sales. In 1976, our bedding plant sales demanded more building space, as we started to handle a few shrubs and trees--good sales items for us in April through early June. So, we built a plant building and increased the area to 3700 square feet. Under it, we can display approximately 1200 flats of bedding plants in the April to June season. This is what we look like today, with our bedding plant building on our left and the larger main sales building on the right.

The building faces north and south, so we get quite a bit of morning; we have fiber glass in every third panel, and we get quite a bit of afternoon sun. Our business was interrupted in September, 1977, when a thousand bales of straw caught fire in this building. We lost our plant building, and it remained this way until the spring of 1978 when we rebuilt it. Needless to say, we don't store straw in that building anymore. Instead, we have a metal barn to the rear of the area where we keep our extra bags of mulch and straw. We don't know how the straw caught on fire but we almost lost everything and we don't store straw there anymore.

We also are into Christmas trees. Our live trees and cut Christmas trees are displayed in our plant building, and out of the weather. After

Christmas trees are done, we use this building to move in extra nursery stock, to give it some winter protection out of the wind and for wagons and extra farm equipment storage. Then, we are closed until about mid-March.

We are leaning more toward a garden center operation because it has been a really good money-maker for us. We have a limited amount of farm acreage, and irrigation capacity, so we've felt somewhat restricted as to vegetable production.

To give you an idea of layout, I'll just basically describe our main sales building to you. With this offset porch, people can walk from our main sales area into our plant building. When we do have a special promotion, such as a pumpkin carving contest or a corn roast, we usually hold it under this roof (in the summer months). We have 12' removable panels on the south and east sides. These can be taken down during the bedding plant season, in case it starts to get too hot, to let a breeze through. They remain down through the summer because it will heat up like most basic greenhouse structures. We like to leave the panels portable because we can back trucks to load and unload. There is still a farm image--selling off a wagon.

Q. WHAT TYPE OF FLOOR IS IN THE OPEN BUILDING?

A. At this time, we just have a crushed rock floor. In time if we continue to be a garden center type operation, certainly a concrete floor would facilitate the operation and allow us to go to shopping carts. Right now, we use a lot of labor to assist customers with boxes and carrying bedding plants. The floor isn't designed for pushing carts or wagons around.

Q. DO YOU HAVE ANY IRRIGATION IN YOUR GREENHOUSE AREA?

A. Yes, we do. We have overhead mist sprinkler irrigation, set up in four different stages so that if we are watering one side of the house, we can still let people shop in the other side. When bedding plants are going, we don't use it too much because people are out there roaming around and you just can't be turning sprinklers on them. We end up hand watering as much, if not more, than using the overhead sprinkler system--unless it is early morning or late evening.

Q. DO YOU PLANT FOR THE CUSTOMER, OR DO THEY BUY IT AND PLANT IT THEMSELVES?

A. After three years, I realized that people wanted us to plant. So, I made arrangements this year with a gentleman who has four years experience with a landscaper. We subcontracted with him, and he contacts people who want landscaping. Consequently, we move quite a bit more material, and it is a good arrangement for both of us. My time is just too valuable to be cornered by someone for half a day to sell them two shrubs. We are basically cash-and-carry, and we try to have people that want landscaping contact this fellow, and I try to have him there at opportune times, such as weekends, to answer their questions.

Q. HOW DO YOU HANDLE CHECK-OUT?

A. When we are busy in bedding plants, we have five or six of us working, and we try to assist people in carrying flats. We have two check-out counters going most of the time. We have pop boxes--cardboard cartons that we buy (seconds) and we staple the corners together--and it will hold about six dozen packs. We try to lump all of a purchase together before we carry it to the car. This is our standard procedure. Sometimes, when someone is getting five whole flats we go ahead and take that to the car, there is really not much figuring of different price items. Usually, though, we help people to two check-out counters, and when the stuff is rung up, we have a couple people help them take the product to the car. We feel that we have to provide this service to move people in and out. We are in a service business, but quality is just as important to us as service.

Q. HOW IS THE CHRISTMAS TREE MARKET NOW?

A. For cut Christmas trees, we've found the market has pretty well stabilized; it hasn't fluctuated too much in the last four years. People that still want a cut Christmas tree are willing to pay the prices. Any of you who have handled cut Christmas trees know the prices are starting to skyrocket. If you are going to consider selling Christmas trees, get quality. The #2 and #3 cut trees aren't much in demand anymore. For the last three years, if we had any trees left they were the lesser quality trees, even though we practically tried to give them away at \$2 or \$3. The people who want a cut Christmas tree are after a good tree.

Q. WHAT IS THE SECURITY ON THAT PLANT BUILDING? DO YOU HAVE THOSE PANELS ALL THE WAY AROUND THAT BUILDING?

A. No, the front of the building is facing the east (which is the highway), and the only security we have is two night security lights. Our philosophy has been plant material is work--people that are dishonest aren't interested in work. When we put a pile of watermelons or pumpkins there, then we have troubles. We've only had one instance of vandalism with plants in the last five years. Some kids got in one night and upset about a dozen flats of plants. That has been about it, knock on wood.

Q. WHERE DO YOU LIVE?

A. My father's house is about a quarter mile away, on the farm; the farm is not directly right by the farm market. My house is about three miles away. The market is right on the edge of the city limits of Circleville, so when the city police make their patrol, they come out and use our driveway to turn around. Our front parking lot is about 50' wide--and gravel at this stage. Our next improvement, hopefully, is to pave it. We can park, without too many major problems, about 20 to 25 cars, which takes care of our business other than a few days.

Q. HOW DO YOU CONTROL PILFERAGE WITH YOUR PLANTS?

A. We have a system. We try to keep all of our petunias together, marigolds together, begonias, etc. If a flat is empty, our girls are instructed to fill it up, rather than leave hundreds of flats setting there with only two or three packs in them. We keep them pushed together (this is done when we leave at night and checked in the morning) and it is pretty obvious when something is gone. If you have stealing, you will have big empty sections. If I do have some pilfering or stealing, it is really minimal considering the amount of product I deal with.

WATKINS:

Thank you very much, Brent. We are going in a little different direction with the next two speakers. They are thinking about putting up a market, and they have been doing a lot of investigating, talking to the other market operators. They are not purely inexperienced people, as they will point out. But, they are going to review some of the things they've gone through in trying to get their thoughts put together on what kind of a market they want and how big it should be. I've talked with them quite a lot in the past few months and the market keeps growing on paper. Now I'll ask Lillian to give you a little background on their present operation and such other information that they have decided to present. She will be followed by Chet; Chet and Lillian Swank.

Chet and Lillian Swank
Tom White's Orchards
Chardon, Ohio

LILLIAN:

If you look on your program, it says that our operation is Tom White's Orchards, Chardon, Ohio. That is where it all began quite a few years ago, about 1940. Tom White is my father; he is 87 years old and hasn't been active in the business for quite a few years. We have tried to keep the business going by long distance telephone and commuting 400 miles quite often, because we live in Virginia. As of early this spring, we will be building a home on the farm--moving back.

I'd like to give you just a little background about the operation, so that you'll understand what we have in mind. As I said, the operation started about 1940 at Chardon. It is no longer a producing orchard. My dad converted the large packing house and cold storage into six apartments. The large farmhouse (where I lived for many years) was converted into a two apartment house for his retirement income; he lives in one of those apartments. The orchards that are producing now are ones he bought in 1953 at Geneva, Ohio. We have called them Springhill Orchards.

Tom White is very much involved in this; we tried to include him in everything that we possibly can. He never will be out of the apple business. He has been in it since about 1916, when he graduated from the Ohio State University School of Horticulture. It has always been a retail operation from the packing house, from the farm and from a stall in the East Cleveland Farmers Market. (Dad was one of the founders of that market.) We still go there twice a week. We have a woman who works on our farm, drives one of the trucks and manages the market stand there. We also, at one time prior to 1955, serviced many A & P stores on the east side of Cleveland, using the poly bags and cardboard baskets for apples.

I grew up in the fruit business, have known it all of my life, even though I have been away from it for a few years. I can well remember picking strawberries, and how long those rows looked many times. I also remember going to the East Cleveland Farmers Market. We would start at 3:00 or 4:00 in the morning and get home in mid afternoon. It was my Saturday job. I picked, graded, packed and helped sell our fruit from when I was perhaps four or five. I can remember years when we weren't sure just exactly where the next dollar was coming from. I can remember my step-mother putting patch over patch on clothes soon after the Depression.

In 1953, the operation changed from Chardon to Geneva; there are 200 acres there of which 125 acres are tillable. There are a few more acres

that we could put into production, but the rest is wooded lands. Presently, 1979, we had about 40 acres in apples. Since Dad isn't actively involved any more, we have lost quite a few acres of all types of fruits. But, we are starting to rebuild. This year, we hope to put in approximately four or five acres of apples, and a few more each year to get our new plantings going. We probably are one of the largest producers of Bartlett Pears in the state of Ohio in case any of you need some for your market. We have approximately one acre of plums, a couple acres of cherries (mostly sweet), one acre of strawberries, about two and a half acres of blueberries. We are planning to plant approximately two acres of peaches, one acre of nectarines, one acre of raspberries (the Heritage), and four acres of apples. We're going into the peach and nectarine business very slowly again. We once had many many acres but, of course, northeastern Ohio has been hit by freezing weather the last few years and we've lost many acres of peaches and nectarines. In fact, it really hurt last year when we had to tear out about 20 acres of peach trees. But, we decided we were going to tear them out and try to start over again, as Dad wants us to do. We hope that the cycle will change and we won't be hit by the freeze again for awhile. Our future plans include adding each year, as we can, to the acreages--apples in particular. Probably more plums, more peaches and nectarines (but going easy), more raspberries and hopefully, some Christmas trees for cutting or balling as live trees.

In addition to the East Cleveland Farmers Market, our present retail sales include local auctions. If any of you have not tried this method, you might want to consider it. We have one employee who pretty much takes care of it. We move a lot of fruit this way. We also have several corner sites that we lease on weekends--we pull a truck in and sell from the truck, or something of this nature. We have found this has been very, very satisfactory. If none of you have tried the county fair aspect, this again is a good way of selling fruit. Dad built a building at the Geauga County Fair (my home county) about 15 years ago. He attached it to an existing building; it is 60' in length with quite a few overhead doors. We sold fruit there for many years prior to the building, using a tarpaulin to protect the fruit. However, we had a lot of pilferage and rather than hire a security guard we built a building. It is for only five and a half days out of the year, but you would be amazed at the amount of fruit that we put through that building in those five and a half days. Not only fruit, but honey, maple syrup, and other things like doughnuts, cold cider, hot spiced cider, and this type of thing. It may just be a one shot deal for the year, but it is a good outlet. We have built up a tremendous reputation there, and people stand in line for our cider every year. Two years ago we were able to rent a satellite stand on the fairgrounds, near the large parking lot. Our son Tom, who was 16 at the time, was in charge and he did a magnificent job. People liked not having to carry things so far, and he sold a lot of fruit.

Festivals--we always participate in the Apple Butter Festival, the Geauga Maple Festival; these are good ways of moving fruit. We hope this fall to participate in the grape festival in Geneva.

My husband is going to show you some sketches of our plans. Plans for operation also will include my dad and our son Tom (who is now 18).

Tom has made up his mind that he is going to college to major in horticulture, which pleases us very much; I know it pleases his grandfather. Our daughter, Cindy, is 13 and is also very active in the whole thing. Even though neither one of them have grown up on the farm, they've had a lot of experience. Last year, Cindy was my right-hand gal at the fair with the doughnut machine and the hot spiced cider; she worked the very long hours that we worked and did a magnificent job. She loves working with foods, is a very avid 4-H'er, is excellent at sales, and has a very pleasant personality (as does Tom). I think the combination of those two young people, with their mom and dad, will help out very much. We are a family--a three generation deal at the present time. We're planning together; we're working together. We hope that, by August of this year, we will be moved and in full swing so that we can start in on the plans we now have on paper for a farm market. At the present time we are selling out of the packing room. We hope to improve that, temporarily, and we are looking forward to having a real farm market that we can all be proud of and that will be very workable.

CHET:

We always talk about the importance of location for a market. As Lillian pointed out, two years ago our son started a satellite stand at the county fair, and I thought this was a rather interesting example of the importance of location. We thought we had been doing pretty good with our 20' x 60' main stand, but as the county fair expanded (and the parking area kept getting further and further away) we could see a difference each year in the type of containers that people bought--fewer peck baskets. And when the grandstand was out people would go away from us towards their cars instead of past us. So, when we had the opportunity to rent this 10 foot stand we said, "Well, it's not much, but, maybe we can get enough in there and add to it." The last two years, Tom has sold half as much in the 10 foot stand as we have sold in the 60 foot main stand. This is a good example of the importance of location of a market.

I might say from the beginning that Ed is the expert here; he'll answer all of your questions. I learned a long time ago that when you start in on a venture, the most important thing is to talk to people who have experience. Get their ideas and make all your mistakes on paper--it is a lot less costly than if you make them in mortar, cement, and wood. We don't have beautiful pictures of our operation as it is, or as it has been. Hopefully, in a couple of years, we'll be back with some pictures and stories of our successes. We might even mention a few failures, realizing we are only human--we are bound to make some mistakes.

As we talk about the operation being in Chardon and Geneva, and our living in Virginia near Washington, D.C. and so on, it does get a little confusing. As Lillian indicated, we have (for the past three years) actively toured and visited farm markets in Ohio, Michigan, Pennsylvania, and Virginia. We've seen a number of markets we really liked, and what we hope to do is take some of the good points of all of these and put them together for a market for ourselves. One of those we kind of fell in love with was Porters in Goodrich, Michigan. If any of you are remodelling you might be interested in seeing their market.

You have to start from someplace, and we said, "Well, probably 40' x 60' would be about right." That was before I talked to Ed. He suggested we get down to scale, a building about 40' x 60', and see how we came out in terms of what we wanted to put in it. We liked the Porter operation with a cider press where people could see the nice clean apples going into the grinder, the cider come out, and draw their own cider. On checking around, I found the minimum room needed for that is about 30' x 30' (it is more desirable to have 30' x 40', but we will try to be efficient and do it in 30' x 30'). Then we thought our present packing room was outdated (the grader was probably 30 years old, and we are still using some outmoded techniques), so we probably better put a packing room in the new building. Here again, we liked the customers to have the opportunity to see the packing room and what goes on, so that probably should be about 30' x 40'--that is smaller than our present packing room, but we'd try to get by with as small a space as possible, with new equipment being more efficient and so on. Then, we thought, many of the markets we saw had juice bars or snack bars, and we would like to have that; about 10' x 12' is the minimum size for that. Then we were reminded that we often have ripe peaches and pears--and with some of the new equipment, and maybe some extra labor, we could have apple butter and pear butter made--let's put in a processing room. We were probably thinking too small, but we decided about 12' x 20' for that. Then, we've gotten into doughnuts at the county fair and we liked the bakery area in most of the markets we visited. So, we decided to put space in the plans for a bakery; we may not build that right away, but we considered about 15' x 22'.

As we worked with Ed, he said, "Well, you've got to have a place for the people to rest and take breaks, and work areas--you need a storage area. Looks like a minimum of about 12' x 20' for that. Then, of course, if you are going to pay bills and take in money, you need some kind of an office. You have to have some restrooms. If you are going to have a bakery and processing, you probably need a freezer." We are going to build this market down the road from our present cold storage--we have about 10,000 bushel capacity. When we move the packing room, we'll put a C/A storage there, so we really need a cold storage area. Minimum for that is probably 40' x 40'.

After we got all these ideas rounded up, we must have made 15 or 20 sketches, and Ed gave us some alternative sketches and we were at 70' x 120'. As all you people here know, this business is kind of dynamic. Since we have been here at the conference, we have talked about a water dumper, a washer and a dryer, new grading equipment--and it looks like it is now about 130' or 140' by 70'.

This is my third year at this conference. The thought came to my mind that you folks represent hundreds of years of experience. From a selfish viewpoint, I thought this was an excellent opportunity to show you what we are thinking of. I'm sure someone in the audience has tried everything we've talked about, and this would be an excellent opportunity for us to learn, and hopefully make our mistakes on paper before we actually start to build.

As we talked to Ed from time to time, he would say, "Well, now, keep in mind you want to have the power items in this area, and if you want to have a fireplace there, make sure people can see it when they come in the door." As you can see by these sketches, (see diagrams 1-4) we tried to build these things in. There is not a lot of difference between the sketches; it is a matter of moving some of the various functions around.

Let's start with the sales area. Present thinking is that the minimum for a good sales area is 40' x 100'. Ed told us this, and it is substantiated by everything I've seen and, by the experience of those who have built smaller and keep expanding. We've tried to maintain that size sales area.

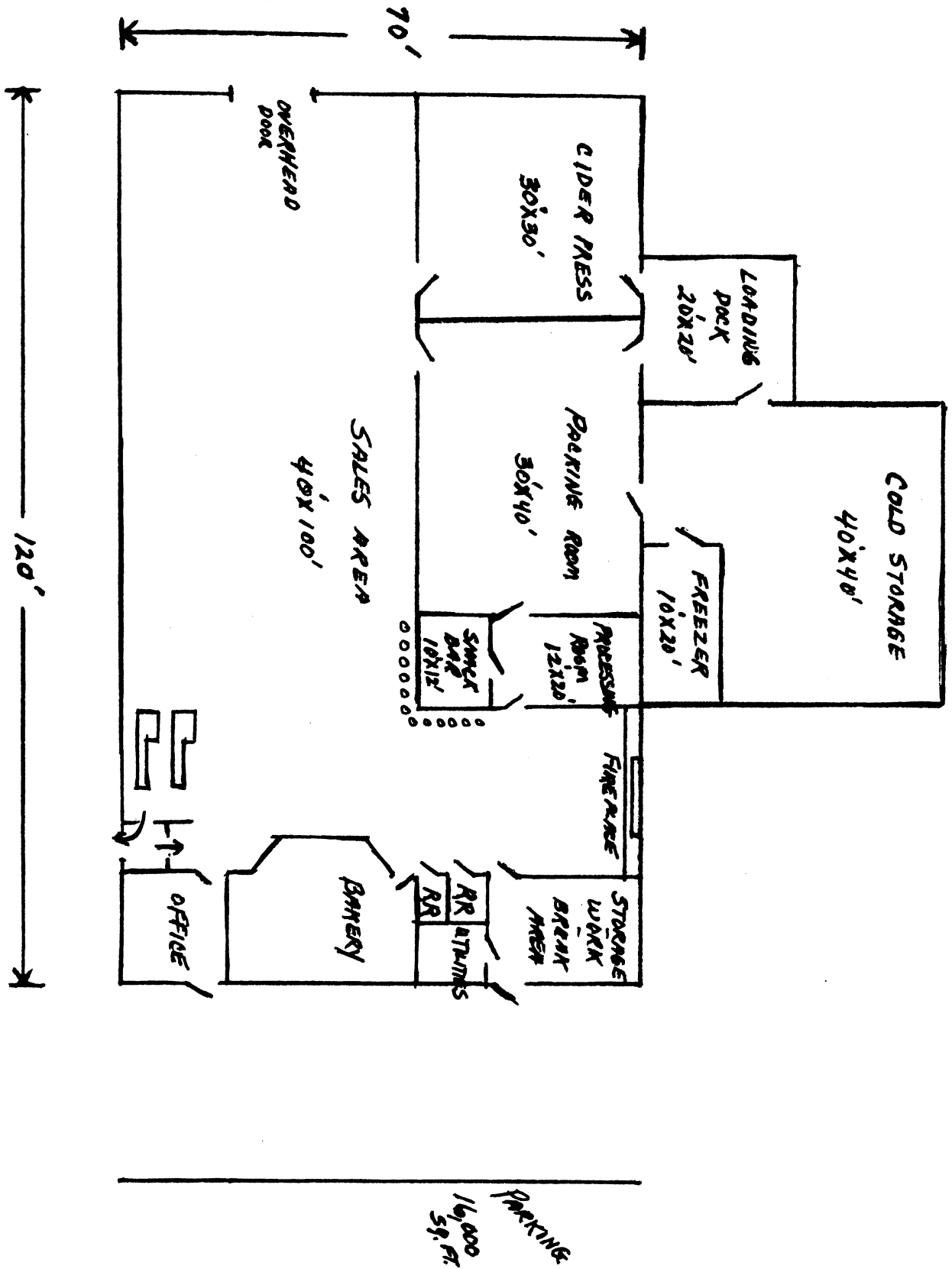
The cider room is to the upper left there in Diagram 1. We've moved that around at various times and places, but about 30' x 30' a minimum. Right next to that is where we are thinking of for the packing room. Back of that area is one of the items that Ed called to our attention--we should have known about it, but didn't think of--a loading dock; Ed indicated a minimum of about 20' x 20'. The importance there is having that close to the cider press, packing room, and access to the cold storage room. The cold storage is right next to the loading dock; about 40' x 40'. Originally, we were thinking that there might be some merit of putting the freezer in one corner of the cold storage.

We decided to put the processing area right next to the packing room and the freezer room. In front of that would be the juice bar, snack bar, whatever you want to call it. Adjacent to that, we like the fireplace; next to that an area for workers to take a break, storage, etc. Then we need utilities, restrooms, and bakery. Then Ed says, "Have the office close to the check-out so you can see what is going on." That is where we located the office in that particular sketch.

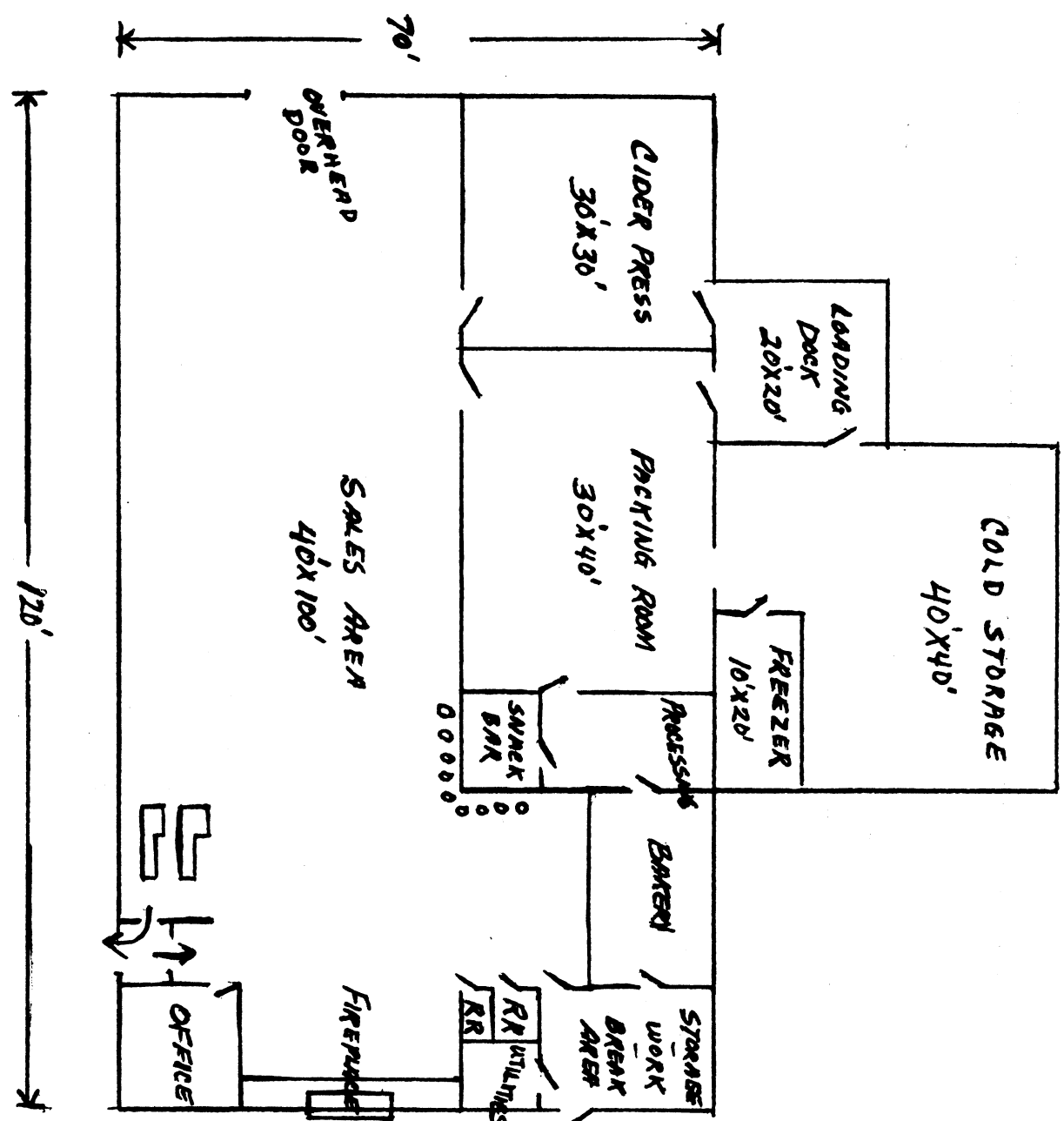
Sketch #2 is essentially the same, except Ed suggested we might want to consider moving the fireplace and bakery. Looking at Sketch #3, you can tell how we liked the fireplace--we kept moving it all over the place. But, it is a lot easier to move on paper than it would be after we got it built. In this alternative, Ed put the fireplace in the center. We won't go into the pros and cons, except to say we do plan to put in a Heat-o-later type fireplace--hopefully getting quite a lot of heat from it in the wintertime. So, we moved the fireplace to the center, and moved the utilities just to the edge of the packing room. This left a little more open space for the check out area, since we're not sure how many we'll need. To the right of that, we might have an area for bedding plants and so on.

At this point, I should be objective and ask which sketch you people think is best. We leaned toward Sketch #3 for a number of reasons. As I mentioned, the fireplace is centrally located, and there is an open space by the check out counters. We should have a fifth sketch--the machinery people say the water dumper, washer, and so on won't go into that packing room. In essence, that fifth sketch would be a "hybrid" of this third one. The two doors to the left of the fireplace would be closed and we'd move the door to the cider room over to the left, move the door from the loading dock to the packing room, over to the right.

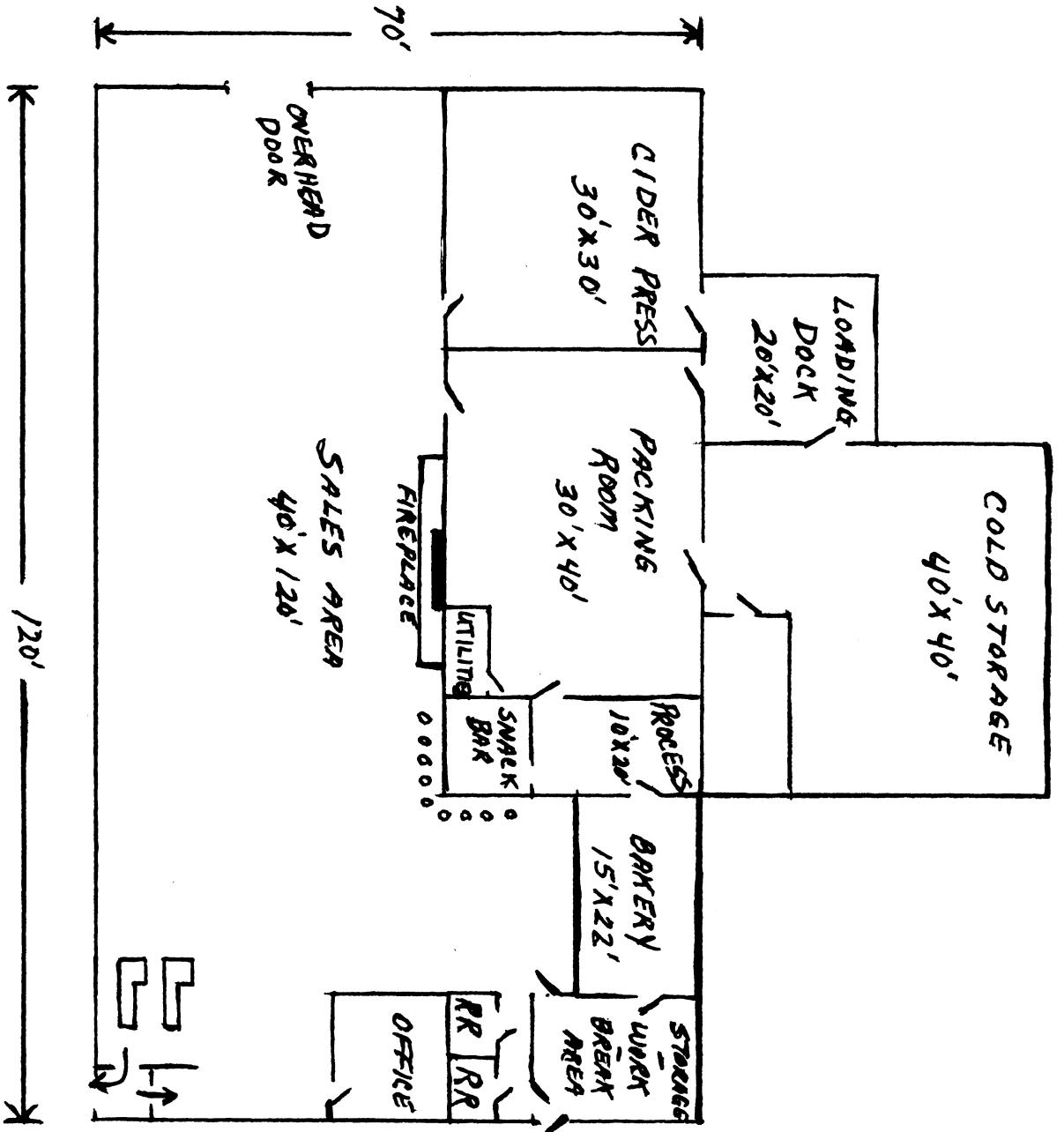
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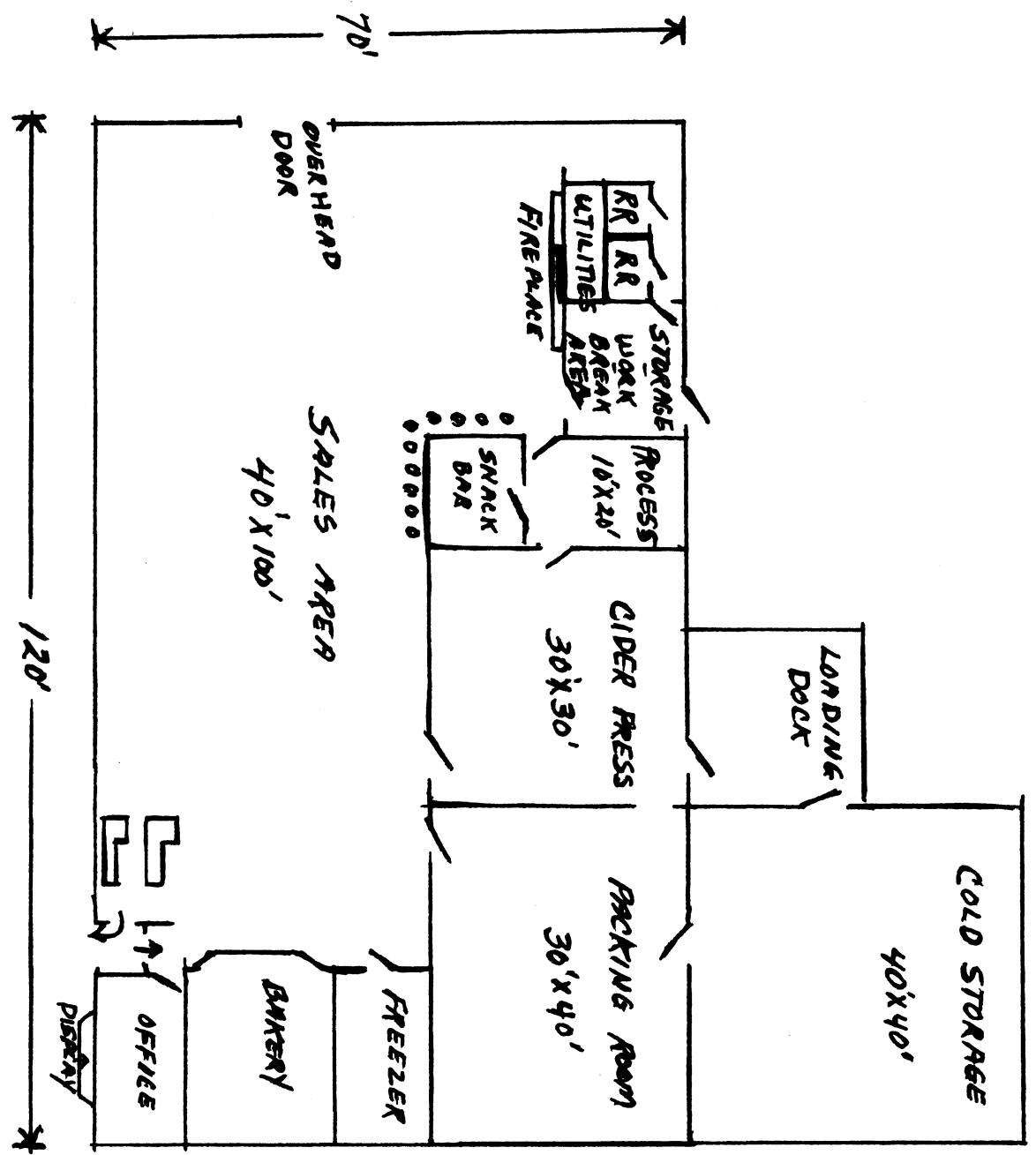


PARKING
16,800
SQ. FT.



PARKING
16,000 sq. ft.

④



PARKING
16,000 SQ. FT.

Then, we'd extend the building 10' or 20' in order to make room for the water dump and the other equipment.

We're not sure whether we are going to build all of this next year, or just part of it. We do want to get the cider press in. We wanted to be sure to set it up so we could get the water dump, the washer, and the grader in. As we get down to the details, however, I'm sure there will be many things we'll find that we need to change.

At this point, we might ask the group for suggestions. I'm sure that some of you folks have tried and failed with some of the things that we haven't talked about, that have been useful. So, I would like to get your thinking on these sketches and ideas.

WATKINS:

What do you see that you question or that you like in these sketches?

Q. WHAT ABOUT THE HEIGHT, AND WHAT KIND OF BUILDING ARE YOU TALKING ABOUT?

A. Those are some of the decision we still need to make that I hadn't talked about. We've considered pole-type construction; we've considered poured concrete and concrete block. We do have quite a bit of timber on the farm, and we had thought of using our own timber, as vertical siding, with a pole-type construction. In terms of type of construction in relation to the height, we originally said we needed more housing for the help on the farm and had talked about building apartments overhead. But, as we looked at insurance and some of the complications, we almost eliminated that thought. However, we still haven't decided whether we want a two-story, one-story, or a basement. Ed has raised some good questions about a basement--the cost involved, moving products up and down, etc. The second floor--do we need it for storage? We have not made any decision, and would appreciate comments anyone might have.

Q. HOW HIGH DO YOU PLAN TO GO IN THE COLD STORAGE?

A. Again, we haven't decided. I would like to get at least 5000 bushel storage in that area.

WATKINS:

My reaction is that a good starting place would be 20'.

Q. WHAT DO YOU PLAN TO DO IN THE PACKING ROOM?

A. Basically, we intend to use it for packing for the retail market. We will continue with the East Cleveland Market, and some other satellite markets, so it would be for packing what fruit we would raise on the 125 acres. I'm sure we will buy some in addition to that, but it would be basically packing for retail--very little, if any, wholesale.

Q. WHAT IS YOUR THINKING ON FRUIT SIZING FOR GRADING?

A. As of today, our present thinking is basically for apples. We would drop out the small size (probably 20" for cider), then separate the 2 1/4" to 3" and use automatic baggers for those two sizes. Anything over 3 1/4" (of course, we produce a lot of those) we sell as individual fruit or for fancy packs.

Q. I WAS JUST WONDERING HOW MUCH MONEY ALL THIS IS GOING TO COST? I WOULD SAY YOU'RE LOOKING AT A MINIMUM OF A QUARTER OF A MILLION DOLLARS.

A. We have gotten some prices; we've looked at markets that don't include as much as we plan, and they cost \$300,000. That is one reason we are hoping we can use some of the timber on our own farm, because that is a big cost in construction. I truthfully can't tell you what our total costs might be. Ed has said that the guy who is going to control the final size is the banker, and he is probably right. We plan to do it in stages--probably put the building up first. Then the highest priority is the cider press, since we do have a packing room. We will probably get a better place to sell on the farm (we are selling out of a packing house now, which isn't too good). We have to have a lot of full-time help on the farm that is not utilized at certain times of the year, and we hope to use that labor to build it. My hobby is woodworking, and I have a lot of woodworking equipment and experience in building, so we hope we can cut down that cost. But, it will be expensive just for the equipment, materials, and so on.

Q. WHAT WAS THE REASON FOR THE OVERHEAD DOOR?

A. That was Ed's idea, and I thought it was pretty good. One of the concepts we had in mind is that people like to select their own fruit; many of the supermarkets have bulk boxes to let people pick out their own. It was Ed's suggestion that we have an overhead door so we can easily move bulk bins in and out--to create an area where people could pick out what they want on their own.

WATKINS:

I suspect that the Swank's are going to get involved in more than fruit with the land they've got. For instance, if they got into the production of sweet corn, I see no reason why a wagon or some bulk display couldn't be put right on the floor from the field. An overhead door facilitates this.

COMMENT:

An overhead door is not tight enough. It is better to have sliding doors, and you can pull them in.

WATKINS:

There are several good overhead doors, as far as tightness is concerned. For instance, look at some of the newer service stations with bays--those doors are mighty tight.

SWANK:

I think this is a good point on the overhead doors. We just built a 50' by 80' pole shed, and we have three 12' x 12' fiberglass overhead doors that look pretty good. I'm sure there is going to be some air leakage, but supposedly they are insulated.

Q. RIGHT NOW, WE DON'T HAVE CHECK-OUT LANES. WHAT CAN WE DO?

WATKINS:

I think you can use the principles that supermarkets use, but do it your way to get away from the chrome-image type thing. You've got several problems when you are taking in money at several places. You may think you have the best employees in the world (and you may have), but if you put temptation in people's way, you'll have a few who yield. If you are handling money in six spots in the market, your chances of money being misappropriated is probably 60 times greater. The money control problem multiplies tremendously. It is bad enough when you have it all in one place, with supervision, and regular pickups of cash on busy days. When you have six or eight of these spots around the market, cash control can become very difficult.

Q. WOULD YOU EXPLAIN HOW YOU HAVE PLANNED WITHIN THAT SALES AREA--TRAFFIC FLOW AND SO FORTH.

WATKINS:

One of the things that I didn't want the Swanks to do, at this stage, was to nail a lot of things to the floor in the sales area--in other words, make them immobile. Keep this sales area as flexible as possible even when you get in full steam. If you go to a year-round market, you'll want to change layout. You'll want to change things during the year so that you can take advantage of space and color as the seasons change. I mentioned the wagon or truck on the sales floor during sweet corn season--you probably don't want that critter in there in November and December. If you have too much in the way, you are going to have problems getting changes made. If you put refrigeration equipment in, try to keep it on the perimeter, around the outside. This will still leave the main sales area fairly flexible. If you go much smaller in depth than 40' in the sales area, you have major problems working out traffic flow. If you use refrigeration equipment, you need four feet of space out from the wall; five feet of aisle space; another four feet of table; fixture, shelves or whatever. These are fairly standard dimensions even if you definitely do not plan to put in shelving as in a grocery store. He'll go down the first aisle, if you plan your space to encourage him to do so, and up the next. If you go much smaller than 40', you will leave

him at the back. With a 40' space, you'll get a return aisle, and you are ready to check their money. This is basically the reason for the 40' minimum depth, to work out traffic flow; it would work the same if you have the traffic move the other way. We take roughly nine foot increments, whether we are using tables, shelves, or whatever.

Q. DO YOU HAVE THEM COMING IN AND GOING OUT THE SAME PLACE?

A. If the parking arrangement is such that it is easier to bring them in one door and send them out another, fine. I have no objection to it. However, as soon as you start to open additional doors, you've got additional control problems. If they are coming in one door, it is also easy for somebody to escape out that same door without going by the check-out. Even large supermarkets that have two entrances, across one end to the other, have tremendous problems--whether it is front to back or side to side. Even on a one acre space, they would rather avoid it. I think, for the same reason, you should avoid it.

Q. WHAT ABOUT LENGTH?

A. We've probably gone a little out of proportion here--40' x 100' is a little long. I would really prefer something about 40' x 70' or 80'. If you are going to 100' (maybe your market is growing), 50' or 60' widths keep things reasonably in proportion so you can work out a traffic flow. You may want them going one way during one season, and change it so they are shopping across the other dimension another season. There are some disadvantages to having what looks to be a long, narrow room. This dimension of 100' in the sales area is not too big; but, in proportion to the width, it is a little much.

Q. WHY DOES THE STORAGE HAVE TO BE IN THE MIDDLE? IF I WERE DESIGNING IT, I WOULD HAVE THE PRODUCT FLOW FROM THE PACKING ROOM TO THE CIDER ROOM TO THE PROCESSING ROOM--IN OTHER WORDS, REFINE IT DOWN. I WOULD PUT THE STORAGE ON THE END, AND TURN THE PROCESSING ROOM AROUND BECAUSE YOUR STORAGE MIGHT GROW, OR YOUR PROCESSING MIGHT GROW, BUT YOUR CIDER PRESS WILL STAY BASICALLY THE SAME. YOUR LOADING DOCK ON THE OTHER SIDE FACILITATES GETTING THE PRODUCT IN AND OUT OF YOUR OTHER AREAS.

WATKINS:

This comment is about work flow--very important if you are going to minimize costs. I thank you for reminding me that work has got to flow, too. If you have work being done in one place, and the display is in an entirely different place--and you are all the time having to carry or roll product the full length of the market--something is wrong. You better change something, because it gets expensive. In this case, the storage ended up in the center; it doesn't have to be there. In this particular case, he wanted to send apples from the storage to the cider room, the packing room, and the sales room. It just seemed to work better in the center than at one end; although it may move to one end before Chet is through! If you imagine bringing a load of apples to cold storage or to the packing room, there is fairly complete pattern. You can move apples anywhere you want, from any

room to any other room, without great delay. These doors we are talking about probably should be in the neighborhood of five feet wide. Why? For pallets; four feet squeezes a pallet too much. If you've got a 40 inch pallet, you are going to have trouble getting it through a 48 inch door.

Q. WHY DON'T YOU USE A FREE STANDING FIREPLACE? IT WOULDN'T BREAK UP THE TRAFFIC AS MUCH AND WOULD STILL BE A FOCAL POINT.

A. That is a good idea.

Q. SHOULDN'T THE BAKERY FACE THE CHECK-OUTS?

WATKINS:

The arrangement on the check-out is very easily adjusted in either direction. You can play with this one, even after you get the market built. That is why I say, don't nail anything to the floor. Leave it movable. When you move the bakery, you are also going to change the traffic pattern; that is an attraction. Chet said he wanted the bakery smells to waft out over the parking lot. Fine. We are fighting two things on that bakery. If you would ask your customers where they want the bakery in the traffic pattern, ninety percent of them would say last. Why? That stuff is crushable; it is fresh." I want to get it out of here and get it home." The whole bit--they want it fast. Where do you sell the most bakery? First. You'll sell twice as much bakery product if it is first, than you will if it is last. It is an impulse item. They haven't started to spend their money yet. They may have planned to buy half a dozen doughnuts, or far more likely a jug of cider or a bag of apples. But, they walk in and, "Whow! Look at those pies and cookies." It is largely impulse. So, if it is first, you maximize your sales. But you will listen to customers gripe about the fact that they are carrying bakery around and it is getting crushed. Your pocketbook will be very happy, though.

Q. WHEN I FIRST LOOKED AT THE SKETCH, I LOOKED FOR NORTH AND SOUTH DIRECTIONS--HOW THE BUILDING IS ORIENTED. IS THIS NOT IMPORTANT?

SWANK:

Let's talk about the smell out in the parking lot. The way the building is oriented and with the overhead doors, when we have nice weather, all you do is open the doors and the bakery odors go to the parking lot.

COMMENT:

A landscape architect could save you many dollars, and I'm talking about fuel and energy costs.

WATKINS:

Good point. Just as you have a lot of things to consider inside the market, there are also a lot of things to consider about the outside of the

market. What is the wind direction? Where are the winter winds coming from, for instance? How can you maximize your natural opportunities in landscaping and appearance, wind patterns, shade patterns? Every discovery you make leads to something else. It improves what you'll be happier with. I'm happy to see the Swank's spending this much time on plans. They still have to site that market on that particular plot of land; they've got great flexibility now.

COMMENT:

I saw a landscape architect swing a building ten degrees, and thereby completely cut out the hot afternoon sun.

WATKINS:

What I intended to do was to take you through a smaller market situation, if you felt uncomfortable with the Swank's million dollar deal here. But, we are about out of time. I would invite you to pick up the mimeograph on market layout, and also the other entitled, "A Roadside Market." There are some points made about layout and parking, and their relationship, that you may be interested in. You are welcome to them.

SWANK:

Thanks for your comments and suggestions. Make use of this fellow, Ed Watkins, as long as he is available; he is great to work with.

NOTES--MARKET LAYOUT

1. Coordination of storage, work and sales areas should consider easy flow of product, minimum travel for employees which does not interfere with customer shopping, and moving product in quantity and "on wheels" to increase productivity.
2. Floors should be at one level and doorways wide enough to accommodate movement of product in bulk or on skids.
3. Sales area layout should distribute "power items" over the market so that customers will shop entire market, eliminating dead spots; in shopping pattern. Power items are those that customers come to the market for. Examples: Fruit in season, Cider, Bakery, etc.
4. Market doorways which open to the west or north and are used often (customer entry and exit) should be shielded from effects of prevailing winds.
5. Aisles should be about five feet wide in sales area. In areas of bulk selling where customers are selecting items this "aisle width" should be increased.
6. Checkout area should not be located where customer may congregate for shopping.
7. Display fixtures should be arranged to encourage customers into a traffic pattern which promotes complete shopping of the sales area. There are techniques which can encourage or discourage such flows.

TRACK III--REFRIGERATION NEEDS, DISPLAY EQUIPMENT, ETC.

Chairman: James Lincoln
Michigan Certified Farm Markets
Lansing, Michigan

I'm Jim Lincoln, manager of Michigan Certified Farm Markets in Lansing, Michigan. Some of the other states have counterpart organizations. Here in Ohio of course, it is Farm Markets of Ohio and Indiana and Pennsylvania have similar groups. This session is titled, Refrigeration Needs but we are going to be more specific than that today. I have noticed a trend in thinking and wondering by operators on how they can improve the quality of their produce. One of the markets two years ago in Michigan put up a separate refrigerated "cold room" for sales. Customers walk into the cold room at 40 degrees and purchase their products, then walk into the rest of the market. We've had a number of markets ask about this same idea. How can they keep their apples and other produce fresh and in good condition? Most of the operations that are trying to do something in this line have not been doing it very long. Others are asking how to do it. So we are going to pool the latest information, and I'm sure that some of our speakers today and some of the markets we'll talk about will have an entirely new story next year after they have had a little more experience with their new setups. Basically we are trying to improve quality, particularly as markets stay open for a longer season or go to year round operation. We can take apples as a good example. If you are going to merchandise and have customers buy the maximum, you like nice big displays. In the late fall and winter or towards the spring if you put up big displays in your market, they are going to go off-condition and down in quality very quickly. Right? So you can't put up a big display; and you have to take them into the cooler every night. There must be a better way to reach this objective of keeping your apples and produce cold. So that is what we are going to address here.

The first market is Underwood Market in Traverse City, Michigan. Traverse City is the cherry capital of the world. These markets are all oriented to cherry sales. It is a tourist area so they are very heavy to tourists in the summer and then in the winter it really gets quiet. There is not a lot of local population up there, but a lot of people go up for the summer and fall. The Underwoods put in a very sophisticated setup, a cold room. It is quite a showpiece. That is one way of doing it. So we'll start out with that one. The Underwoods have been improving every year, making the market more beautiful, while trying to keep a rustic elegance to their market. That sign, which is about a quarter mile away, gives you an introduction to the Underwood Farm Market. They have Pick your Own and they are open all summer and until about Christmastime. That is the market as it has existed up until the last couple of years. To the right of it is cold storage and the packing operation. They have gone into cherry processing and have a pitter machine. They have a cider press;

I think it is a Howard cider press. They have both cold storage and freezer storage for processed fruit and have become a processor also. Along with this they increased the size of the market. They have just expanded the size and put rustic siding on the outside of the market. To the right of it, it goes back to the right a couple of hundred feet into the packing operations, processing, and cold storage. As you approach the front door, there is a very beautiful rustic sign; and, of course, cherries are king in that area. Then you walk into the market; you walk by the check out counter where they have two cash registers and check out lines. I think you need to see what a market is like to see how the cold rooms might tie in. They have a lot of gift items, impulse items for tourists. They do a lot in preserves and in cherry gift packs. A lot of tourist customers take those back with them. They also have a mail order service for shipping these gift packs and various kinds of products all over the country especially during the Holiday season. They have a very beautiful brochure on this. This type sale is increasing in this and other markets. And at their cider mill they have jugged cider ready to go. They also allow customers to fill their own jugs for a bag part of their cider sales. The cider is off on one side of the L-shaped market. The cold room is right in the middle of that L. As we look towards the back of the market this is the bakery. This is one of the most complete bakeries in a farm market in that area of the state. They have just every kind of product. A very large kitchen. That is a big part of their business in that area. Note the large display of preserves.

Now let's take a look at this cold room we talked about for retail sales. We are standing about in the center of their retail market and to the left you see the bank of windows. Behind the windows is the cold room. It is a very sophisticated setup. That room is approximately 15 by 35 feet. They insulated very heavily. Those windows are not double pane; they are triple-paned windows, and they are not cheap. The doors are all insulated and with see through tape. As soon as people come in, they can look over the whole market; and if they turn right, they can go through that door into the cold room. The cold room is very well lighted. It looks like another part of the market; it is so well lighted. The shelves are set at a height that the product displays show through the windows from the main market area. Inside their retail cold room they sell a lot of their apples from bulk bins where customers pick out your own. They also have fancier grade apples in pecks, half pecks, half bushels, ready to go. There are two prices; if you pick out your own, it is one price. If you take one of those ready to go, it is another price. We're seeing a lot more of this all over in our farm markets. The cold room is about 14 or 15 feet wide and about 35 feet long. The door opens easily and has a magnetically operated closer. The display shelves are really adjustable metal racks all along that front window. Produce is brought in through a big double service door. They can come out of any of their cold rooms and go right in and out of that. This particular set-up costs about \$30,000 to put up about two and a half years ago. They went first class all the way.

Some things they learned. Number one, they tried to keep the cooler temperature at 40 degrees. To make sure they could do this, they put in refrigeration capacity 50 percent over anticipated needs for the space.

They find with two doors into this cold room area, it is very difficult to keep the intended 40 degree temperature. They lose a lot of heat through those doors. It is very costly and they can not keep it down to 40 degrees in the summertime. This was put in primarily for summer and early fall sales because that is their big season up there. They have other kinds of produce inside, but the apple is king in that particular room. In cherry season, it will be loaded with cherries, a lot of sweet cherries.

I said, "Okay, now that you have experimented with it, and this is the first one I've seen, how would you like to change it?" This is pretty important for our particular meeting here. He said, "I wouldn't do a thing different." He said, "It is working beautiful for us. There really is nothing we can change."

Okay, next I'd like to introduce Jack Diehl from Diehl's Orchard and Cider Mill. This is in Holly, Michigan, near the Flint area, the Pontiac area, kind of in the central part of Michigan. They are apple growers and have built quite a cider business. They have a little different approach to this. The Diehl's tried to accomplish the same thing but did not spend as much money to do theirs. I thought it would be interesting if we could see how they did it.

Jack Diehl
Diehl's Orchard and Cider Mill
Holly, Michigan

Thank you Jim. I guess we could probably start right out with the slides. This is the entrance to our buildings. We're about a half a mile off of a main road, down a gravel road. We are in a rural area. This is the entrance to our sales area. This is some of the shelving that we made for our jellies and jams, keeping with the wood. We did nothing with commercial type units at all throughout the whole building. This can be serviced from behind. When we built it, we built it so that we could have two rows of the same variety of jelly. When that display gets down to six jars still on the shelf, there is room to put another case behind so we don't end up with part-cases of anything in the warehouse. We don't need a place to warehouse part-cases of anything. It works real well. That is our apple display area. In the back, right in the back of that is our work area. We do most of our packing on another floor of the building and then we have to get the apples downstairs. It is kind of an inconvenient arrangement that we've got because our building is not all on one level. But anyway, we get the apples down into this room; it is an area about 10' by 25'. That door is plexiglass. This is how we went about trying to keep the apples cooler in the later winter and in the early spring without losing too much refrigeration. As you see, our check out area from this refrigerated room can handle four cash registers. This is the refrigerated case less the plexiglass doors which we switch with the apple room at different times of the year. We made things versatile. During the fall we use this case, which holds about 160 gallons of cider and can be loaded from the back, for cider sales. It really does work well for us. We don't have to get out in the customer traffic-pattern area at all. We use this just during the fall season, then we take the doors off of it and put some of the doors back on the apple department room. This particular case becomes out gift center for the holiday season, a part of the gift center. That is just one of our little over-wrap type of things that we use; we use just an over-wrap tray with some jellies, jams, and some fruit-cake in there for gift packages. We make them up. We have the help make them up during the day; they take whatever they care to and make up these little packages; they go real well. They can put anything in them they want to and just price them accordingly.

Okay. I want to go back to that plexiglass, it is the one I'd really like to talk about. A few years ago the building was an open-type building with a very high ceiling. One of the problems that we developed was that in the wintertime you need heat on to keep the store comfortable and then we had the problem with the effect of the heat on the apples. So we took that apple area just the way it was, and we insulated the entire area with

styrofoam. Now we can work in the back room with the winters that we have, and can keep that room between 38 degrees and about 42 degrees. The plexiglass for the doors was relatively cheap; I think there are nine doors on there. With the hardware, hinges, magnetic closures, our cost was about \$100. You just can't go to anything any cheaper than that. In the fall our volume is such that we do not need refrigeration in our sales area. Well, right after Halloween, our retail apple sales drop off and we had to find a way to keep the apples cold. We had them under refrigeration up to this point, and previously when we brought them out, and we lost the whole effect of the refrigeration. So by going to the plexiglass doors, it really did solve the problem. We can maintain about 38 to 42 degrees in there. One of the things that we did find that surprised me was when the customer opens that door up, they take the apples out. They always close the door and the doors are not spring loaded. It still amazes me that they do this, but they do.

Q. THAT PLEXIGLASS, DO YOU HAVE THAT ON ALL FALL OR DO YOU TAKE IT ON AND OFF?

A. No, we take them all off. We put them on the first week in November, and then when we are through with apples around the middle of February we take the plexiglass back off. We don't have any C/A storage, and we are finished with cold storage by then. We don't have the doors on there in the fall. One of the biggest reasons is I don't think you would have enough room for the customers and the doors to be opening. We would have all kinds of problems. The cost was really quite negligible for what we were able to do in that same area without even having to do anything physical to the rest of the building.

Q. I UNDERSTAND YOU USED NINE OF THOSE DOORS OF PLEXIGLASS.

A. Yes. Have you ever heard of the whopple bowl, Roger? We had found 4' by 8' sheets, and they were \$10 a piece.

Q. I JUST THOUGHT I BETTER POINT OUT THAT THAT WAS A SUPER BARGAIN.

A. Well we did this about three years ago, and this was just before this inflationary thing hit with insulation and doing the storm windows and everything; it was a real buy at that time. That is quarter inch plexiglass.

Q. I BOUGHT ONE SHEET THAT WAS 2' x 8', AND IT WAS \$80, BRAND NEW.

A. Really? Then you might have to look into something else, but at the time when we looked at glass to try to do something with glass, the glass was out of sight. I don't know what glass has done now.

COMMENT:

I might make a comment here on that. In glass and windows and so on, you'll want a thermal pane or something like this. Very often you can pick them up for a third or half price if you'll take odd sizes and

if you've got the time to look around. If you can work with that, that will have problems too; but they are available. Odd ball sizes can be less expensive, if you can make use of them and if you've got time to plan ahead and pick things up.

DIEHL:

I think that is all I've got unless anybody has anything or do you want to wait until this is all done for any other questions? I would be glad to answer anything on it.

Q. IS THERE ANY PROBLEM WITH CONDENSATION ON EITHER SIDE OF THOSE DOORS?

A. No. I guess primarily because there is no actual refrigeration back there for 40 degrees. The building area itself is 65 degrees as opposed to 40 degrees. We've never had any problem with condensation in it. Possibly if the building were up to 70 or 72 degrees and the inside with refrigeration trying to get it to 34 degrees, we might; but we've never had any problem of condensation at all.

LINCOLN:

Okay, next we have a relatively new market about four years old; it was a converted gas station in Kalamazoo, Michigan. Although the market is new, the market manager has had a great deal of experience with marketing of all kinds in the produce area. He started with potatoes when he was thirteen and has been with it all of his life. I know that Harold Crafts is over 21 so he has lots of experience. He wanted to retire; he did retire and then got back into the rat race again; they needed that kind of knowledge and information. This is a new operation starting from scratch four years ago. Harold Crafts is manager of Crunchin' and Munchin' Markets in Kalamazoo. Harold.

Harold Crafts
Manager, Crunchin & Munchin Markets
Kalamazoo, Michigan

Thank you very much, Jim. I would sort of like to correct one thing. You said I am the manager. I'm just the guy that does everything that nobody else wants to do. We have a very capable manager, and at this time I would like to introduce him; he is sitting over here, Bob Powers. Bob stand up and take a bow. He does a real fine job for us; we are very proud of him. Many people say, "Is that your son?" My only answer is, "No, but I wish he were." I think that much of Bob. Our operation is completely different. We brought the country really into the city. We don't grow anything; like the gentleman said yesterday, "We only raise one thing, that is the product off of the truck down onto the ground." I do not own the company. The company is owned by Bert Hybels. You probably have heard of Hybels around the country, but this man is about the third generation down the line. He wanted to do something besides be in the whole-sale produce business; so he started in as a shipping broker. He is very aggressive, got a lot of ideas; lot of them work, lot of them don't work as you will see as we get through some of the slides. Incidentally, you'll have to excuse some of my ignorance because I met Jim at 10:00 yesterday morning. Jim says, "I'm in a little trouble. I've got some pictures of your place, will you talk about them tomorrow?" I said, "That would be fine Jim," but what Jim forgot was the fact that I had to attend two meetings before lunch. I had to have lunch, attend three meetings after lunch. I had to rush back to the hotel, dress for the banquet, go to meetings after the banquet and by then I was so tired I didn't care what I did do. So I didn't prepare anything for you.

Our business started in a gas station. We were very fortunate to have "X" number of gas stations in the city of Kalamazoo. They started closing up one by one. Then it got two by two, and it is up to three by three. We don't have many gas stations left anymore. We saw where people were converting these gas stations. We have candy shops; we have pizza parlors; we have doughnut shops; we have flower shops; so why couldn't we make a fruit and vegetable shop. We all had our pet peeves against the chain stores; we didn't like the way they did this; we didn't like the way they did that. So we thought, well, maybe we can do something that would satisfy a certain segment of people, those who want to pick out their own product. We pre-package very little merchandise. When we do pre-package, if a lady wants two brussel sprouts, we'll break the package and take them out for her. If she wants three green beans, we'll do that. We just package it up again and sell it. We also try to package in a variety of sizes. We don't just go one pound across the board; we go two pounds, one pound eight ounces, four ounces. Whatever we can put in a tray, that is what we do.

We also have a cheese department and we are trying to get volume out of cheese. I'll tell you a little secret that has worked for us; the bigger you cut the cheese portions, the higher your dollar volume. There is a little philosophy in that. If they've got it home, they won't let it spoil. They'll find out how to use that up somehow and we've got an extra 50¢ or 75¢ out of them. It works real well in that respect.

We buy all of our products as I said. Bob travels the market which is 50 miles from us. It is sort of a terminal market. We have five produce houses in that certain little terminal; that way we are able to pick out what we want as far as quality is concerned. We can sit at the telephone, order our stuff, pay for the gas to bring it down, pay for the labor to bring it down; but Bob being as enthusiastic as he is about the produce business, gets up at 3:00 in the morning, drives 50 miles, and picks out our own produce for us. Also Mr. Hybels, as I said, is a shipping broker who works out of the Benton Harbor market and he works with many, many growers to help promote Michigan products throughout the country. He ships all over the United States within a certain season. We have access to the finest quality that is available on the market. We do this; we do go to some growers and say, "Joe, we want X number of bushels of real fancy MacIntosh." But we also carry the other qualities. We feel that we have two or three different types of trade. If you look at our parking lot sometimes, we have anything from Volkswagens to Cadillacs and Lincolns. We would be pretty narrow-minded if we said, "Well we are just going to handle the cheapest of everything." We don't rake anybody for prices; we price our merchandise fairly. We do very little worrying about the chain store because we go out and instead of buying 1 - 7/8" apples, we'll buy 2 1/2" and up which is a nicer apple. We do the same thing with plums and peaches, which we get out of the south in the early part of the year. We pick up a lot of California strawberries and we do a big job in Michigan berries. When the price is right, we will sell a thousand cases in three days on a weekend. If you think that isn't a lot of strawberries, you just drop one case and see how many berries are in that case.

I guess maybe we should get started with the slides. I thought it might be real nice to go through the season and show you what we start out with and what we end up with. This one was at the mall; that is about next to Christmas trees. As you notice, we have a little logo there which says we are the home of the rabbit. That is a rabbit standing up on top of our building there. Please don't ask me where that came from or the name. This is spring opening; we open about three weeks before bedding plants start. We have an area out there that is about 30' x 50'; and we keep that completely full of bedding plants. Now bear in mind that we are in the Comstock area where there are millions of bedding plants grown. You could drive out there if you want to and pick out the plants, but for some reason or another we will sell from 900 to a 1000 flats in a five to six week period. Also we will sell probably 300 or 400 of these hanging baskets. Now we learned something last year; we can make the hanging baskets ourselves. We don't use cheap labor, but average labor like myself, and pick up an extra dollar or two on every one that we make. We learned last year that we've got to get into making baskets a little earlier this year. We've got to give the plants a chance to get a little strength, a little

rigidity, and a little more fullness after we transplant. You can create your own arrangements. We take the broken trays of our little plants, xenias, petunias, etc,

We also have a big display of three-inch pot plants like the spikes, the binka vines, the English Ivy's and some begonias. We will sell approximately a thousand of those three-inch pots. Besides that we do handle a little bit of potting soil and cow and sheep manure. Making our own pots gives us the advantage of keeping the market clean of broken bags of potting soil, etc. Anybody who has handled that knows what a real dirty job that is. I might say that none of us knew that Jim was going to take these pictures so these are pictures that look exactly the way the market does most of the time.

This was a little health food department that we added; since then we have expanded it tremendously. We are in a college town; we do have a lot of college trade. With all the talk of health foods and one thing and another, we thought maybe we should get into some of the snack-type items, flours, along with popcorn, peanuts, some cereals, granolas, and some fruits. Now we don't handle every item in the fruit line, but we are going to next season. We've learned tremendously as we've gone along. We're crowded; we don't have the opportunity to have a lot of shopping carts so we came up on this basket idea. It has worked very successfully. It gives the people something that they can have in their hand, walk around with, and pick up the product. This is rather than picking up the product, running over, laying it on the counter, going back again, having the cashier have three orders all mixed up completely, and then having the bookkeeper go crazy trying to straighten out sales. As I said before, everything is in bulk display. We do package maybe one or two packages on each display, primarily for the person that wants to come in, pick up something, and run. We try to design the building so they don't run too fast; maybe they will see something else, but occasionally we do have some joggers.

Now this goes along with the gentleman from Underwood Orchards. As you see over in the middle of the picture, that is a door into what we call our refrigerated room. It was the office area of the gas station where you walk in and either pay your money or charge it. They've got some knickknacks hanging around. We are happy, and we are unhappy with it. It has done us a good job, but we haven't found a solution to getting people in there. We know we are getting new customers all the time, because we are hearing the same comment day after day, day after day, "Oh don't you carry lettuce?" or "Don't you carry celery?" We've done everything under the sun but put a dummy policeman to day, "Hey, there is the cooler." We might even try that; I don't know. But we have some other ideas in mind that we'll project to you a little bit later. I have some photographs of the inside of our cooler which you are welcome to look at if you would like. There is a fairly good shot of the inside of the cooler. The janitor forgot to wash the door that day. I might as well admit it because you will all see it anyway. We built some wooden racks. The cooler itself is about 20 feet long by 10 feet wide. That is our produce department vegetables. We also carry milk and eggs, butter and so forth. Certain times of the season we have that filled with cold cider. We didn't want to spend a lot of money to start with so we thought we'd spend a couple of bucks and see

where we can add to it and come up with something. This is just like the baby being born; now we are ready to try and teach the baby to walk. This is just a shot of one of the end displays which doesn't really do justice to our apples. If I recall, Jim, this picture was taken about a week before we closed up for the season. For a city location, we do a big job with apples. It is probably small potatoes to some of you people; but to us, we're proud. We're proud of everything we've done because we've had to learn the hard way. We will sell between 800 and 900 bushels of apples in a season. Being within one mile of the center of town on a busy highway, we think that we've done a fairly decent job. We always have bulk around; we price the bulk quite a bit higher than you would in other units as a lot of you have done. We sell bulk; we sell in three-pound; five-pound, half bushel or bushel units. We get our apples weighed by the cashier at the check out when she doesn't have anything to do. It isn't often, but they will get the apples bagged up for us. We are very proud of this. We tried to put products carrying a high markup on the top of that rack; something that we make a dollar a package off of or something like that; and they sold. There are a few of the fruit baskets that were made this year. There is a better shot of the nut display. I might say that Bob built this nut display, so his services are available at a small fee. I will say this, and I'm not exaggerating a bit; we sold about four times more nuts out of that display this year than we ever did and sold them at a better profit. We had about 85 to 95¢ a pound in the nuts this year. You can see what we got for them at retail. We also sold chestnuts this year, and we sold I think about five times more chestnuts than we ever did before. If it is worth anything to you, we're happy.

We handle Christmas trees. As you can see, out underneath the canopy is where we have a lot of products in the summertime. That is all display area out there. We take the polyethylene screens down, and we're just completely open as you saw on the first picture. But in the winter when it comes to December, we get into the Christmas tree business. We use the greenhouse; we use the parking lot; we use everything except the inside of the store for trees. This year we sold about a thousand Christmas trees. We tie up with a grower about 50 or no more than 75 miles from us. We give him an order of what we want. When the trees come in, they are all bundled off of course. We spend the time to tag every tree. We've found that pays off; that way it eliminates a friend coming in and buying a tree for a dollar or something like that. We do have the tags set up in such a way that they are taken off the tree and given to the cashier, and they are put in a basket or box.

We do a big job with watermelons. This year I don't know what happened to the watermelon business; usually the day after Labor Day it is just like turning the water faucet off; there is nothing more. This year we sold watermelons for about 30 days after the season was over--200 or 300 a week which was phenomenal. We don't have the answer, but it was just a real good season. We have done one of the most miserable jobs of selling cauliflower that I've ever seen in my life up until this year. Cauliflower was fairly cheap, but not real cheap. We came up with the idea that we were going to have a cauliflower sale by the case. We almost drove the Benton Harbor market nuts for cauliflower. The boss says, "One of these days, I'm going to put enough out there to keep your mouth shut." We sold over 3200 heads of cauliflower. Now that is a lot of cauliflower. I'd rather say

that many heads rather than so many cases, sounds better, bigger. Like I say we are darn proud of everything we do. Pumpkins; I heard a man yesterday say he sold 65 ton. We thought we did a good job, and I know we did a good job; we sold 13,000 pounds of pumpkins in the city. When you say you can't take the country and bring it into the city, you sure can. We sell cider. This year we bought a stainless steel refrigerated holding tank which we wanted two years ago, but never got. This year we got it; we froze some cider. How much cider do you freeze to have it in the spring when everybody is looking for spring tonic? We know right now we are wrong on what we froze because we haven't got nearly enough. If we have enough to last for 2 weeks, we are going to be lucky.

As for advertising, we do advertise. We have a newspaper in Kalama-zoo which has what we call, the jottings. We used to call it the scandal page because all the marriages and the other crimes were in there, but it has turned into more of a small advertising page for little guys like ourselves. I might read you one of our ads, which we are proud of, that tells what we handle. We always try to stress the fact that we are the home of quality and variety. We handle between 90 and 100 different items of fruits and vegetables when open. One of our ads might read, "Imported Honeydews, Snow Peas, Sweet Lush Watermelons, Little Yellow Squash, Fancy Bib Lettuce, Giant Artichokes, Purple Eggplant, Button Mushrooms, Extra Fancy Asparagus." We might be kidding ourselves there, I don't know, but who knows what fancy asparagus is. It is always fancy until it starts to blossom. "Tiny Green Brussel Sprouts, Fancy Rhubarb, Nice Sweet Cantaloupes." We try to give some descriptive advertising; we don't say, "Cantaloupes" or "Apples" or "Corn". There are certain times of the year we can get some of the new varieties of corn, peaches and cream, things like that. We have a portable billboard outside. We do use that to tell the people what we have. By this type of advertising in our paper, we can get in tomorrow for something that happens today. If you go to classified, there is a three or four day wait.

As you saw in our pictures, we have nothing fancy. We started with a bunch of boards, a bunch of crates, a likely amount of nails and two hammers. We built everything we have for the simple reason that we wanted to see what it could do. It was a new venture. Now we're seeing what we need, and we're pouring back the profits, what little bit there is, into getting what we want. When we buy a piece of equipment, we look at it and say, "What else could we use it for if it doesn't work here?" It has worked out real well. I'd like to close by saying that our manager Bob operates with the Ness family. There are three of them. There is Fresh Ness, Cleanli Ness, and Friendli Ness. Thank you.

I'd like to show you one other picture of which I'm especially proud. This is our operation right here. It doesn't always look like that. And I'm very happy it doesn't; because if it did, it would mean that we are doing no business. But the vice president of our company had a dream. She wanted a picture that could be hung in the office. Bob and I spent ten days getting this thing together through frustration, argument, disgust, and a lot of sweat; we spend one whole evening taking the picture. It is beautiful, and Bob and I are very proud of it, and we'd like to have you see it. Thank you.

LINCOLN:

Okay, next on our program is Taylor and Sons Farm Market in Clyde, Ohio. Jack Montgomery is going to tell us about what he is doing to keep his products cold. He has another approach. Jack,

Jack Montgomery
Taylor's Farm Market
Clyde, Ohio

Thank you, Jim. Today I'm going to talk about two types of refrigeration, the reach-in type of refrigeration, similar to the one with the plexiglass only this would be a commercial type reach-in, and our done-over walk-in refrigerated display for our customers. To give you a little bit of an outlook on where we've been, we started in 1910 with a table out by the road. Over the years we grew to an orchard of 150 acres. Then about ten years ago we merged with another orchard operation on the other side of town that was mainly wholesale. So now we retail under Taylor and Sons and wholesale under Starlight Orchards, Inc. Our market building consists of a 40' x 40' sales area, a porch along the front of the building, a work area behind the retail sales area of 100' by 40'. We have a 14' x 24' walk-in freezer in which we freeze cider, raspberries, cherries and things like that. We have an 8,000 bushel storage in this facility, and we have this 2,000 bushel storage room that we've now converted for the refrigerated customer walk-in display.

Our clientele consists mainly of middle income and above customers. The average age is somewhere in the 50's, I would imagine. We've brought that age down in the last few years. I would say about seven or eight years ago when I first came to the organization, I was shocked to see these old feeble people coming into the roadside market. I had visions of one day no one ever coming in anymore. But we're getting more and more young couples in. This is quite gratifying. In our sales area, we have a conventional refrigerated display for cheese and the reach-in freezer where we display Amish baked goods, our tart cherries, our sweet cherries, our own homemade fruit pies, cider, and a few other things like that. Any fruits and vegetables that are not refrigerated, we display in the sales area on carts. Every evening we push them into the cooler.

About five years ago a grocery chain in the area went out of business; we picked up a reach-in freezer that they had; it had two sections. It had a three-door section; the doors with magnetic closures were approximately 24 inches wide and maybe five foot high. Then they had a three-door section and a five-door section. The three-door section we just left as a freezer; and the five-door section, we converted to a cooler because it had two different condensers in that particular unit. And so for about three years we utilized this reach-in cooler for a fruit and vegetable display. This reach-in cooler really didn't work out as well as we anticipated. It had a couple of limitations. One it wasn't really large enough to display apples which is the main crop that we want refrigerated. We could not put out as much display as we would like for the heavy sales periods. And two, the customers, unlike what was previously said, tended to be kind of

skittish about using this reach-in cooler to pick up their apples. Conversely, they had no problem at all with the reach-in freezer. They went right ahead and would use the reach-in freezer to pick out all their items there, but for some reason I would say a good 25 percent of the people would always ask the salesperson to pick their apples out of this reach-in cooler. Possibly the size of the container had something to do with this phenomenon. We're really not sure,

Now in our cooler we have a plastic-strip door that is made of plastic strips approximately ten inches wide. It is reinforced plastic hung flush with the inside wall of the cooler so the cooler door can be closed. It is called a curtron strip door. It hangs almost a half inch from the floor. What we do is we just open the wooden cooler door and allow the customers to walk right through this door made of hanging plastic strips. Previous to putting up our plastic door, we had an air curtain there. Of course we didn't have a walk-in display at that time. We had a thermometer right inside the door, and the air curtain gave us a fluctuation in temperature between five and six degrees everytime someone opened that door. Now, with the plastic door in place, this has pretty well eliminated any fluctuation at all in temperature right inside the door. It does an outstanding job of keeping the cool in and the warm out.

With the plastic door already in place, it was a simple experiment to see if we could get customers to walk through that door and pick up their items right off the shelves inside the cooler. The results were gratifying right from the start. It took a little encouragement and a lot of signs, but since the door is about midway of one wall of the sales area, it wasn't too difficult to get the people to go inside this cooler. It was a good traffic flow pattern for them to use anyhow. We started the walk-in refrigerator display in March of 1979. We don't use the display as such in the summertime, although we do leave wider aisles in anticipation of customers wanting to walk in and look at displays in the summertime. We are finding that more and more people in the summertime will go in and will pick up their strawberries, raspberries, peaches, watermelon, or what have you, out of the refrigerator room display and come back out to the sales area even though we have the same item in the unrefrigerated sales area and that have been taken out that morning. So it says something about the results of the education process that we have been working with customers over the last few years.

Our apples are packed in half bushel, peck, and half peck plastic tote bags. We pack and price them and place them on the shelves in the cooler. Years ago we picked up several steel cages that were used in a meat packing plant. We cut them down and put shelves in them, and now have a portable rack that we can take in and out of the cooler; the shelves are adjustable so we can change the shelving depth according to the product we are selling at any particular time. Each one of these racks holds 16 half bushel, 15 peck, and 18 half peck bags of apples. In the past we used to use these racks for storage only, but now it is actually our major display for apples. By not having to move our product from the cooler back out into the sales area each day, we've basically eliminated about a half a full time person that would have been used for stocking the sales area.

After this system is in effect awhile you can pretty well pinpoint your repeat customers. They enter the store and walk directly to the cooler, enter, make their selection, and are back out without a moment's hesitation. The new customer still has that bewildered look on his or her face when they come in the market and don't see a large apple display. Then it takes a little educational process and you tell him that he has to go in that cooler to get his apples. In summary, the reach-in cooler and freezers are probably more adapted to smaller items that are well marked and displayed. The walk-in customer display is an energy-efficient labor-saving device that allows the customers to get a quality item in an enjoyable self-service environment. Are there any questions? I have a couple of slides of the market. We've got a rustic sign out by the road and a little sign there by that car telling about overflow parking in the rear. We use an awful lot of signs, signs to educate, inform, and to try to get our messages across to the people. A lot of times you feel like you are hitting your head against the wall with signs, but we still keep a lot of signs around in an effort to inform the customer.

Q. WHERE IS CLYDE, OHIO? I'D LIKE TO VISIT YOU.

A. We're just about due north of here. Possibly, basically we are right between Toledo and Cleveland not very far from Sandusky. The market is a little bit off the beaten path. But we've got a large sign on Route 20 that will direct you over to us.

Q. HOW BIG IS THAT COOLER?

A. The walk-in cooler is about 22' x 40'. Just an afterthought; in that cooler we also have our stainless steel tanks for bulk cider. We sell an awful lot of cider. It's a good thing to have in that type of an environment; that way people are reminded that you have to keep cider cold, and you have to have good cleanliness because everything is stainless steel and plastic.

Q. DO YOU HAVE ANY PROBLEM WITH THE PLASTIC CURTAIN GETTING WET FROM CONDENSATION? DO YOU FIND ANY CUSTOMERS WHO ARE RELUCTANT TO GO IN AND OUT OF THE PLASTIC CURTAIN BECAUSE OF CONDENSATION?

A. Not really. I would say the plastic curtain is a better alternative than possibly an air curtain. The air curtain has a couple of disadvantages; one, if it is inside the room and it blows cold air down your neck. Particularly with the female customers, it messes up their hair.

Q. WHAT TEMPERATURE DO YOU KEEP THE WALK-IN COOLER AT?

A. We try very hard to keep it around 34° or 35°. We probably get that temperature pretty close.

LINCOLN:

Okay, next we are going to have some pictures of Howell's Harvest House in Greenville, Michigan. None of the partners in the Howell's Harvest House could be here. One is in Florida. The other was planning to be here with some additional slides that they had taken, but they are having an emergency operation in the family this week for corrective surgery and had to cancel the trip over the weekend. So I'll fill in and bring you the ideas as best I can. Okay. This is a new market between four and five years old near Greenville, Michigan, in the center part of the state, a little north beyond the highly populated areas. The Howell's are fruit growers, have a cider mill about 16 miles away from Greenville but they put the market in a better location, brand new. Now they have made many changes. I don't think there is any market in Michigan that has gone through as many changes as this one; because if something doesn't work, it changes. They are planning; they are thinking ahead; they are getting ideas. It is just very interesting to see what this market is like now as compared to when it started. I think a lot of us are going through this same type of thing. The original market was mostly what you see on the overhang and to the left. The wing on the right is a new addition to the market. That is their cold room that you see on the right. Those are garage doors opening into the cold room which can be opened up or closed down, and right beside them on the left between the two sections is your main entrance. Let's take a little closer look. This was taken in the fall. They just got the cold room and they want to make it a multi-use room and have it very flexible so they can use it in many different ways. This is their plan; now next year at this time, we will find out how it worked. In the early fall the doors are opened but when it gets real cold, they close them down. Now the main entry way to this market was around underneath the overhang and to the left of this. That is where everybody came in, bought their produce, and checked out again when the market was first set up. He set up a deli, a bakery; he had a large cheese area, but he is an apple grower so he was really trying to sell apples. The apples and cider were in the back of the market, and he could not get people back there so he decided he had to make some changes. I think all of you with apple displays in a normal room temperature know they just don't hold condition very long in the winter; they start going downhill. He had the same problem and as a result kept his displays too small. He came up with this solution. They've got the front closed down. They force customers to use the double glassed doors. They add, "One problem is, it looks just like you are going into a garage, but we will correct that next time around." You can see the apples and tote bags on display in the refrigerated room. They had glassed-in windows, double-pane windows and a door into the rest of the market. This looks a little bit like Underwood's because when Curt Howell was talking about this, I said, "Well one of the only places I know that has done this is Underwood's. Go up and take a look." The windows are about the same level so you can see the apples or produce or whatever that is inside. Now as we look at the next one, there is the door that goes into the main part of the market, and it is very well set up, a lot of nice displays; but I don't have any pictures

of that part. Those pictures were with the family, and they are not here. They have added another partner and have a meat section now which has become a very big part of the market. They said, "We are basically emphasizing quality, and this is what we need and what we think will bring people out to our market about two miles out of town."

Now I can tell you what some of their future plans are. He is going to start out in the spring with bedding plants. He wants those garage doors or the front of that open-air as before. He is going to put bedding plants out in front of the double garage doors and make a big display so you can walk right into the bedding plants right into the market, all open. When it hits strawberry season, he is going to close those doors down, keep that room cool, and have strawberries in there. That is the plan. Then he is going to open it up again for the summer season, sweet corn and things until he gets to peaches. They put a lot of peaches through there, and he is going to close that door down again to keep the peaches cold. When peaches are done, he is going to open up those doors the rest of the fall until it gets too cold and then close them down. Now the interesting part will be to find out how it really works, and we really won't know that until he has been through an entire season next year.

We are still trying. Jack talked to you about the plastic doors, the plastic strips, and a lot of you have coolers or refrigerated storage right next to your market. It is possible to make use of that as a retail room. The thing we didn't know at one time, will people walk into a room like that? We are hearing that they will. This is what the doors look like.

This is Birchwood Farm Market, another example of new ideas in refrigerated display. It is about two-thirds the way up the Lake Michigan coast up into the cherry country. It is a tourist area; there is a lot of production of cherries, apples, pears up there. This is basically a big packing house operation; they pack year round, asparagus, cherries, everything that is grown up in that area. It is Birchwood Farm Markets. That is the entry to the market. Most of the building is a packing operation. Just to show you a few shelves inside to get a little idea. They have a big popcorn display. You see maple syrup on the right. They are maple syrup producers, and they have huge displays of maple syrup and many other things. Now we are looking at the back wall of the market leading into the cold storage and into the packing house operation. You see the open cooler doors and the plastic strips. At night they can close that door when they are not using it or when no customers are going back and forth and no need to bring fork lifts back and forth into the market. These pictures were taken about the last day or so they were open so the displays are not magnificent in any way, but you can at least get the idea. They have bagged apples but most of the apple sales are from bulk bins. They tell me they have no problem getting their customers back there. Everybody is used to it. If new people come, they point it out to them; and they said it isn't any problem. They sell many many more apples than they've ever done before, and they've been open many years. They do have a few apples up in a little cooler display case, a reach-down, open-top display, half pecks and this sort of thing. But if you really want apples, you go into that back room, and they are less expensive. So it is working for them.

You can see the plastic they put up as a partition on 2 x 4's to separate it from the rest of the cold storage. This does work. The people do go inside; it does the job for them. Here she is walking out into the hallway into the main market, past the cash register where she will pay for her apples,

Here is something else we are seeing a great deal of, and that is the cooler display with doors where the customer can reach in. This one has apples as well as cider. I don't think there is any more efficient way to handle jugs than with the customer picking up their own cider or milk or other things from glassed-in doors that can be serviced from the back. It saves a lot of time. You see it in most of the chains now. They put their milk in this and just feed them from the rear, right out of the cooler; saves a lot of steps.

This is Gleis's Market over by Hillsdale, Michigan. They are apple growers and they are into bedding plants and vegetables. They sell a lot of peaches, and they are all out in the open like most of us sell. But this last fall they put in a bank of these thermo-paned doors to make a cool room along the entire rear of the market; they are going to move their peaches and apples into there and sell out of it. They also sell cider and milk from there. They started this fall and I think it will take a year before we really know how successful this is.

Very quickly, I want to find out if there are others trying some of these to improve quality. We'd like to get some feedback from the audience. We've been talking about temperature effect on produce. There still is something that is very important, the effect of temperature and sunlight on people. We've got to be doing new things; we've got to keep up with the times. We've got to keep competitive; we want to keep something to offer so it really goes back to people and pleasing them and giving them the very best, and a lot of you are trying some new ways. I know you are going to keep right on; this thing is going to keep going, and roadside marketing is going to be healthy.

Let's get our panel up here, and we want some questions. I'd like comments from you and some of the things you are doing because that is why we are here to find out these kinds of things. Come on up. Are any of you doing these kinds of things? I talked to two people already who are. Wauconda Orchards at Wauconda, Illinois. Dick Breeden tells me they have a cold room for retailing. I met Cliff Laidlaw of Norval, Ontario; they have a cold room, a big cold room in their market with windows and walk-in doors. Are either of those folks here? Cliff. Maybe I can just ask you how is that working for you? How long has it been?

LAIDLAW:

Well we opened in September. It is better than we ever hoped. We have double-pane windows. Another thing is watch your temperature. Don't make it too cold; it will chill your customers.

LINCOLN:

What temperature do you like for your customers?

LAIDLAW:

At night we move it down to 33; in the daytime up to 45.

LINCOLN:

Colder than that are they uncomfortable?

LAIDLAW:

You need to adjust it to the weather outside too. If they have a winter coat on in the fall, it can be cooler. Another thing; take the thing that you sell the most of and keep hiding it in that room; they get used to running in. If they get chilled, they will run in and grab the cider and run out; they won't look at anything else. We keep rotating our cider and our eggs around that room so they have to look for it.

LINCOLN:

There is one other try at this. Baines Apple Valley up near Saginaw, Michigan, put in an extra room on the back just for apples. They can keep it cooler. They have lived one year with that. It helps a lot; it kept the apples cooler. This next year they are planning to close that in with glassed windows and glass doors or something like that.

BREEDEN:

I'm Dick Breeden from Wauconda Orchards, and the thing we are having some problems with is we don't have enough window space on our retail cooler. People walk in the store, and we've got displays there, but they don't see the apples in the refrigerated cooler. So if you do something like that, don't skip on the window space; get a lot of window space in there so they can see the apples as soon as they walk in the door. That is the main thing.

LINCOLN:

I see Jan Kapnick is here from Kapnick Orchards down at Britton. They were on a program a few years ago. You put in a controlled atmosphere storage; you've had it in quite a few years basically for your retail late season. That is another thing. There are a lot of C/A storages in Michigan, and quite a few of our markets will store in those and bring them out late season. I can walk in any market in April or May, and immediately I know if they are controlled atmosphere apples.

Q. I NOTICE YOU ARE IN THE CITY LIKE THAT, DO YOU HAVE ANY PROBLEM WITH VANDALISM OR STEALING; DO YOU PUT ANYTHING AWAY AT NIGHT? DO YOU KEEP YOUR LOT LIT ALL NIGHT?

A. We have as you saw in the last picture those gates that are removable that have wire. They are made of frame with wire. We had a little problem this year; normally we haven't had. But we had a little problem this year. We had some people who tore the wire off and grabbed bushels of apples out which taught us a lesson; don't have merchandise too close to the fence; we moved them back and didn't have any problems. Oh we've had our share of break-ins as any other operation has in the city, but I think we've been very fortunate in that respect. It seems like the wire, number one, keeps them out. We are on a very busy east-west highway which I would say right now we have approximately 30,000 cars a day. West of us a few miles we have two great big shopping malls so up to about midnight the street is pretty heavily traveled. We are in the township, and we do get police service. When we have a break in, we say we have lousy service; if we don't get a break in, we say we have good service from the police department. I hope that helps you.

Q. WHEN I SEE THAT BANK OF SLIDING GLASS DOORS THAT YOU SHOWED IN ONE OF YOUR LAST SLIDES, THAT LOOKS LIKE A MUCH MORE EFFECIENT OPERATING SITUATION THAN WALKING INTO THIS COOLER WITH ALL THIS GLASSED AREA, A LOT LESS OF THE STORE SPACE TO BE USED. I KNOW THAT BANK OF SLIDING GLASS WAS AN EXPENSIVE LITTLE ITEM, BUT I THINK YOU WOULD SAVE IT ON STORE SPACE. I JUST WONDERED IF THEY HAD ANYTHING NEGATIVE AGAINST THE SLIDING GLASS DOORS.

LINCOLN:

Anyone want to comment on that? Or anyone from the audience?

A. The reasons we didn't do that was the decor of the market itself; we've done it in rough pine and to put a lot of stainless steel doors and glass didn't really appeal to us. Plus the fact that you can use that same walk-in cooler at night to store a lot of apples from the regular store,

LINCOLN:

Anybody else have doors like this backed up to a cooler in their market? Just raise your hand if you do and then you can talk to them later. Nobody in this room has. I've seen a lot of it in Michigan; it is coming in. I don't know if they are going to put their produce in there, but at least they are putting their milk and things in. We'll see; I think this is changing very rapidly. Any of the panel members have one last thing you want to say? Jack.

DIEHL:

If you are going to convert an old storage to something like we've done, you've got to add lighting, a lot of flourescent lighting; and we painted the walls because over the years they started getting dingy. We painted them all nice glossy white so there is a lot of light in that room.

Q. I WAS WONDERING ON THAT SLIDE YOU SHOWED THAT HAD THE OPEN CASES. I WAS WONDERING IF SOMEBODY COULD COMMENT ON THE QUALITY OF THE PRODUCT THERE AND ENERGY REQUIREMENTS. JUST REGULAR PRODUCE CASES.

LINCOLN:

I'm not really capable to comment on that. We are using a lot of those. I might say that some markets with very fast produce turnover use practically no refrigeration, if you can get fast turnover. I will make one more comment, and this is sprinkling hoses around your produce area. I think this is one of the things you can do very inexpensively, and one of the most important things in cutting your loss and keeping your produce fresh. We've got markets that have these all over, and people sprinkling all day long. They said it has made a tremendous difference from day one when they started. That is a good thing to do for the most part. The produce case, does anyone want to talk on that?

A. The chains have found out that a person is more reluctant to open a door and take out that jug of cider than she is to take it out of an air curtain blower display that is below her eyesight. An open cooler is preferred by customers.

CRAFTS:

On your question, sir, I would like to say this. A few years ago I taught a merchandising school for the United and Fresh Fruit and Vegetable Association. At that time we had no refrigeration cases at all; we used strictly ice and water. We felt at that time, and we know today, that fruits and vegetables drink water and breathe the same as you and I do. We have sort of taken that away from them. The refrigeration people did a marvelous job. They came in, and they said, "It will keep your produce." Well, we didn't buy it to keep; we bought it to sell. So we worked to sell it. Today we put it on a refrigerated rack, and that is where it sets. I think, and I can see the trend coming Jim, the sooner we get back to the original basics of a little ice and a little water, we're going to have fresher, better tasting fruits and vegetables, I think I'm right there. Thank you.

LINCOLN:

I want to ask one question. How many of you have produce and use sprinklers on it to keep it fresh? How many have produce? I'll tell you, you're missing a bet there. I can have you talk to some of those that are

doing it; and it really has cut down losses and improved quality. It is a cheap good thing to do or use ice or other things. But that is a good cheap way. Does that sound right to you Harold? Every comment I hear agrees that that is the way to do.

CRAFTS:

We used to get an old barrel to pack our produce in at night. We would layer it from hard right up to soft with a little ice in the middle sprinkled down. In the morning all you've got to do is unpack that barrel; 90 percent of the time you do not have to re-trim the butts of celery, etc. It goes right back on the rack, and that is because it is equally as fresh as what you've already put out there.

LINCOLN:

That ends our meeting. I want to thank our panelists, our speakers, Jack Montgomery, Jack Diehl and Harold Crafts. Let's give them a nice hand. Nice job.

TRACK IV--BEDDING PLANT AND NURSERY SALES

Chairman: Steve Barker
Manager, Farm Markets Division, OAMA
Columbus, Ohio

Our session this morning is about Bedding Plants and Nursery Sales in the farm retail market. We have two knowledgeable speakers and first we will have Steven Still from Ohio State University who will talk on nursery stock sales. Steven..

Steven Still
Department of Horticulture
Ohio State University

Today, Ted and I would like to introduce you to the possibility of incorporating herbaceous and woody ornamentals into the sales from your roadside markets. You might be sitting there wondering why I should consider the incorporation of live plant materials?

Well, I can quickly think of two reasons and Ted may have some others to offer.

1. Diversify your sales and provide a complete product mix. You have attracted the customer because of fruits or vegetables, so why not sell him a live plant while he or she is at your market. The nursery industry is always striving to provide a complete product mix, whether it is a wholesale nursery or garden center. If a wholesale nursery or garden center only sold shrubs, they might lose business because the buyer might want trees, ground-covers, or perennials. It is no different with a homeowner. I would like to be able to go to one grocery store or garden center to buy all my needed items. If you have healthy plants, a good selection and can provide helpful and informative knowledge, the market is there.

2. Capitalize on your plant knowledge. Even though most of you have not had an educational or work experience in ornamentals, all of you have a level of plant knowledge that can be easily built upon.

There are, of course, disadvantages which we will also illustrate. Perhaps we shouldn't call them disadvantages, but simply a need to be

aware of the things needed to be successful in merchandising live plant materials. Another way I might say it is, there is nothing in this life that is easy. Just buying a few shrubs or trees from a wholesale nurseryman, placing them at your business and counting your money is not that simple.

Today, we will divide the presentation to cover the major areas. I will cover the areas of what is needed to get into the selling of plant materials, types of packages that plant materials will appear, where plants can be obtained, and how to acquire the knowledge necessary to be successful in this endeavor. Ted will then follow this up with merchandising ideas, prices and things that have worked for him here in Dayton. I expect Ted to really give you the nuts and bolts of the business. I will serve more as a reference source whereas Ted will be able to tell you how you might be able to turn a profit, and that is what it is all about.

The first thing I want to cover is what is required to enter the business, so to speak. The main thing is to apply for a dealers license and pay the appropriate fees. Each dealer who sells nursery stock within the state will pay an annual license fee of \$20 for each place of business he or she operates unless the sales are confined to hardy flower bulbs. In the latter instance, the fee is \$5. For example, if you wanted to sell tulip bulbs during the fall with your apples and cider, it would cost you \$5. Otherwise, the fee is \$20. This is in accordance with the Ohio Plant Pest Law.

The second regulation or requirement in this Ohio Plant Law is that the plants must be viable and properly labeled. You cannot sell nursery stock unless the plants are securely labeled with the correct scientific or botanical name or approved common name. The handout lists several books which one can find the proper name for labeling plants. Each retail sales unit (one plant or package) must be appropriately labeled. In Ohio, it is the obligation of the producer to adequately label his stock, and the obligation of the retailer to maintain the labels. Tell the wholesaler you expect the plants to be properly labeled.

The law also states that the labels shall not contain incorrect or misleading information. Other items in this law maintain to pertain to vigor and health of the plants. Later, I will talk about this under the care of nursery stock in the retail outlet. I have a few copies of the Plant Law and applications for dealer licenses if anyone is interested. So, that very briefly is the requirements that have to be met to get into the business of selling woody and herbaceous plant materials.

Now let's turn our attention to the forms of nursery stock or the various ways that nursery stock can be offered for sale in the retail outlet. An understanding of the background of each type is important in your decision as to which types to carry.

Bareroot-plants are dug from the field and shipped without any soil either in loose bundles or in boxes. Bareroot materials can be offered

at cheaper prices but few outlets are prepared to handle such items. You need a cool area to delay bud break on bareroot material. If you have a large cooler where you store apples this is one way to extend your season. In using a cooler, keep in mind that relative humidity is as important as low temperature to prevent bud break. If you have no cooler, the selling season for bareroot plants is reduced with the onset of warm weather. In retailing, greater losses can be expected from bareroot stock, thus accounting for a decrease in use. Balled and Burlapped plants are dug with a ball of soil around the roots usually secured with tightly drawn burlap to prevent drying. The most important determinents of viability of this type of nursery stock are size of ball in relation to size of plant and the safeguarding of the soil ball from damage or loss. B & B stock requires more protection from drying by frequent watering, mulching the use of plastic overwrap. If allowed to dry out, the balls either becomes as hard as a brick or become bags of loose soil. If this occurs, the roots dry out. B & B material, for example, should not be lined up on the asphalt in front of the store and exposed to the sun and wind. Use a mulch of moist packing material as sawdust, bark or peatmoss.

B & B material must be handled carefully. The plants should never be handled by the stem or dropped. To do so, may mean breaking the soil ball to allow drying. Plants that arrive with loosely wrapped burlap and soil broken away from the ball should not be accepted. Survival of these plants is marginal.

Peat Balled - another method of packaging shrubs, shade and flowering trees. Peat balled plants are actually bareroot plants that have had an artificial ball pressed around the roots. This can be sawdust, bark, peatmoss, or other organic mulches. Slow release fertilizer is often incorporated in the organic mix. The ball is usually contained in burlap and often covered with plastic to retain moisture. Viability of this type of packaging depends upon the adequacy of the root system in propagation to the size of the plant, and upon careful handling in the retail outlet. Peat balled plants usually require less watering than B & B material and if protected by opaque plastic, do not need to be mulched.

Packaged plants - Another method by which bareroot plants are merchandised. Each plant is wrapped separately with packing material covered by a polyethylene sleeve. Risk of loss is relatively high with this form of stock because the plant has been removed from the soil and the packing materials used to keep the roots moist usually do not provide good nutritional support for root growth. Therefore the environment is only temporary. Packaged stock is popular because it has a lower cost, lighter weight, and is convenient to handle. In most cases, it can provide satisfactory protection of root systems for short term merchandising. In other words, packaged plants cannot be carried through the summer. They must be sold in the spring. Also, they will last longer if displayed in the shade rather than in an open area sitting on concrete or asphalt.

Container Plants - A popular form of nursery stock, because it is more easily maintained and handled than other types in the retail outlet. The containers actually have a reservoir that aids watering and they do not have to be mulched in. Also the containers themselves can be quite attractive. Containers can be made of plastic, metal or fiber. Container stock can be of 3 types:

1. Container grown - this refers to a plant which has grown in its container for a period long enough for the roots to become well established, usually to the edge of the container.
2. Dug and potted - this refers to a bareroot plant that has been placed into a container in some form of an artificial mix. Because of the newly potted material, the survival risk is higher.
3. Field potted - this refers to a plant that is dug with the root system intact and then placed into a container instead of burlap. This material carries less transplanting risk than plants dug bareroot and potted, and compares favorably with B & B stock.

Plants grown in containers will be handled differently in the retail outlet than other packaged types. To induce proper drainage, an artificial mix has been used in the container industry. This is generally a bark, hardwood or pine, in combination with sand, shale or hadite. This provides for good drainage, so easy, in fact that the plants are watered daily. Consequently, in the retail outlet, this daily watering must continue to insure that the container mix never dries out. These organic mixes are very hard to rewet. In deciding whether to carry container plants, one must consider if they have the time and labor to handle individual watering, or should they install an overhead sprinkler system.

Fertilizer is another factor to consider with containers. With constant watering and growth of the plant, the nutrient reserve is depleted in a container mix. Wholesale nurseries use slow release fertilizers as osmocote or will add soluble fertilizers to the irrigation water several times per week. As the plants sit in the retail outlet, the additional waterings will continue to leach nutrient ions. If your plants do not sell immediately, you may need to start fertilizing to keep the plants in top condition.

Another point to be made about container plants is the possibility of girdling roots. If plants are left in containers for a long period of time, roots will start to form in a circular pattern. If left unattended, these roots will actually restrict movements of materials in xylem and phloem. If planted in the landscape, this condition can in time kill the tree or shrub.

Let's take time now to look at the results of a survey of buying motivation of the consumer in regard to the purchase of plant materials. The first column is the percentage of total respondents who stated one of the major reasons for shopping at any store. These will not add up to a hundred since the respondent might have checked several items they thought to be important. Let's look at the top 4 reasons for selecting a particular retail store. Certainly healthy, quality plants and good selections are

very important. And in these times of inflation, price is another feature to be considered. Ted will be telling us about some pricing ideas later. It is interesting though to compare the differences in nursery, garden center, and moss merchandisers. I would like to direct your attention to the 4th reason-helpful and knowledgeable sales force. If you only leave here today with one thought - let it be that to deal successfully in selling nursery stock you must be able to provide the homeowner with good information. Several weeks ago while watching the myriad of football games, I read the December 15 issue of the American Nurseryman. One short article by a garden center manager in Kansas caught my eye and he says a lot about product knowledge.

"We have been stressing the importance of product knowledge and friendliness with our employees and how they can be applied to customer relationships. We feel that good service is one of our main selling points. As long as we remember who we are and the service we provide our customers, we will continue to have good sales. The nursery business is one of the oldest professions in the world. We feel it will continue to thrive if we accept new growing and sales ideas and techniques. It is important to keep in mind that the care and sale of plants is the reason we are called nurserymen". It is my feeling that the sale of nursery products is not nearly saturated and a business such as yours could profit from incorporating these items in your total package. However, you will have to make a commitment to acquire the needed knowledge if you do not already have it.

How can you obtain knowledge or at least provide for its dissemination. There are a number of ways this is possible.

1. Bulletins and leaflets from Ohio State. One of the 2 handouts you have in your hands lists the bulletins or leaflets that are available from Ohio State. For example, care of nursery stock in the retail outlet would be one very applicable to someone thinking of selling these materials. Another one might be landscape trees for Ohio, which gives a good insight into the possible choices of plants to sell. These publications are available from your county extension office or by writing to the address indicated on the yellow handout.

2. Landscape Facts - are short 2 page articles on various types of ornamental plants, problems, etc. For example, while reading this form I can see titles as;

Junipers in the Landscape
Landscape Plants for Wet Areas
Maples in the Landscape
Etc. - the list goes on.

These forms can be used for employee education but can also be ordered in larger numbers for handing out to customers with questions in that area. These sheets can be ordered from Dr. Elton Smith at Ohio State. His address is also listed.

3. Reference texts on ornamental plants - your second sheet has a number of books listed which would be very useful for obtaining information. The top 4 are useful for obtaining the correct labeling of your plant material.

4. Short courses - just as you are participating in this conference, there are other conferences to obtain information. Each year several organizations including Ohio State University sponsors a short course for Nurserymen, garden center operators, arborists, turf and landscape maintenance specialists and landscape contractors. This is an excellent opportunity to gain information and to go to the trade show to meet most of the wholesale nurserymen that you would be buying from and look at their products.

This year the 51st annual short course will be January 20-24 at Columbus. Information can be obtained from Dr. Elton Smith.

5. Your wholesale nurseryman can give you an idea of what items sell well.

One other point I would like to mention is the seasonal aspect of plant materials. The slide on the screen is the actual breakdown of a garden center's receipts over the year. You can see from the data that the largest months are April and May with March and June also accounting for 10% each. In this particular instance, the December figure reflects the sale of Christmas items. I think you have to look at this in regards to your present business demands. Certainly you are idle in January and February in a roadside market, but plant materials will not help at that time either. If you are still slack in March, April and May, the addition of plants might be worthwhile during that time frame.

BAKER:

Thank you Steve. Our next speaker for this morning, is Ted van Ruiten. Ted was born in Holland where he attended the University of Leyden. He is presently employed as the General Store Manager of Groby's Garden Center in Dayton. Ted has extensive experience in producing annual and perennial plants which are sold at this market and in producing and selling fruit and fruit trees. I would like you to welcome Ted van Ruiten.

Ted van Ruiten
Groby's Garden Center
Dayton, Ohio

Good morning ladies and gentlemen. Speaking is not really my profession but I enjoy doing it. I enjoy speaking for garden clubs and speak to them maybe 25 times a year. I make it a habit to only do this in the winter months because in a garden center related business, we are too busy most of the other seasons. Our garden center started around the early 1950's. In 1828 the family purchased the land outside of Dayton which is now called Kettering. Well, Kettering at that time was just a farm related area. We had approximately 150 acres of general farming. The farm eventually went into fruit production. Around 1900 we had 50 plus acres of fruits related production.

The major problem was when the neighborhood became a housing development and the town spread out around us. What was at one time strictly farm, became a community which is now called Kettering. The family sold part of the property for home development. The fifty acres quickly dwindled to about fifteen acres. We decided we were going to grow plants in protected areas and at the beginning we had strictly coal frames. The first coal beds were heated by good old horse manure. The horse manure became hard to get and gas at that time was very cheap, so we installed gas furnaces to heat the coal beds. Well from one little coal bed frame, we developed larger coal beds, then plastic "greenhouses" and eventually we ended up with approximately 2 to 3 acres of combined glass and plastic greenhouses to grow bedding plants and house plant materials to use for sales in our garden centers.

In the 50's we changed our name from Fruit Farm to Garden Center. During the last 20 years or so we developed the total sales from a low six figure dollars sales to a well over seven figure sales by merely producing items that people wanted to buy. And you say, "Well what is he going to tell me?" Steve told you that I was going to tell you about the bolts and the nuts of garden center operation. That is exactly what I am going to tell you. We had nothing to offer other than items that people wanted. The main item the public wanted, was quality plants. Well, we grew quality bedding plants; we grew quality vegetable plants; and were careful as far as customer relationships were concerned. People now will come across town or from other smaller towns to buy our plants. I'm not telling you to go into plant production, but I'm telling you that was one of the very good things we did.

I'd like to give you a quick run-down as to how our seasons are developed. We basically have three seasons. Selling plants is our main thing so that is the major season. Consequently, spring is our busiest

time. Frankly, we do 80 percent of our annual business in the spring. The second season is fall and Christmas; that is a combination type season. The third season is the winter and also the summer. You say, "Well he is not making much sense." But basically, I'm trying to tell you that we identify three seasons. I would like to put this on a chart so you can understand it better. As I said, in the spring we do 80 percent of our business. Of that 80 percent, we do 80 percent of this in six weeks time. Now that is a very hectic pace in the spring of the year. The 80 percent actually runs from the 15th of April through the end of May. Of course the spring business starts in March and ends up past June. If the weather stays mild and cool with lots of moisture in the early spring, hopefully the season will last until June.

We have to be prepared by the middle of May to handle the crowds. If you are in a farm related market, you should be able to take advantage of this because there is nothing as excited as that person that has spring fever. You have to get them. And if you know how to do that, by having material available, plant material, spray material, fertilizers, etc., you can cope with a lot of extra sales and you can have a lot of extra rings on your registers. I'll go then with the next season which is fall and Christmas. Contrary to what Steve showed you, we've found that the fall produced 10 percent, and Christmas produced 7 percent or a total of 17 percent. The winter sales equals 1 percent and the summer equals 2 percent of our business for a total of 3 percent.

I'd like to tell you we've tried and tried various things; some very successful, some not as successful. But it is hard to find additional items. Now you can say, "This guy is going to talk me out of this." No I'm not because you need to try different things, and all of a sudden as you try small items at different seasons, you finally click with one and you do well. For instance, we previously sold only Christmas trees and nothing else around Christmas. Now, 7 percent of our sales are in Christmas related items. You say, "Well 7 percent is still not as much as 80 percent." I realize that, but at least we are able to keep our head above water during the Christmas season or during the early winter months. Mind you, it is a feast and famine business. You have to be able to handle the crowds when you get them; and if you don't have the crowds, my motto is to sell something to each person who walks into your store. Don't let the guy walk out, or don't let the lady be disappointed and not find something. Try to at least to have that personal contact with them and try to be able to sell them something.

If you are in the farm market, yourself, and you only rely on selling your own home grown produce, you will find that you are going to have some disappointed customers. You need to anticipate additional demand and get sales by offering other items. What kind of items can we offer. I've written out several items we have. We have basically four categories of items. The inventory is a very important item. You can say, "How can you be successful?" Well the only way you can be successful at merchandising is to know your inventory. You can use all the computerized help that you can have; but if you do not know your inventory, if you are not familiar with the goods in hand, you've lost the ballgame.

One thing that we try to impress on our people is to be friendly, have a smile on your face whether you feel right or not. Now Mr. Haynes, a fantastic speaker says that you can't play or work hard with a smile on your face but in merchandising we feel that is important. Smile anyway so that particular person who walks into your business, gets that good feeling that you are ready, that you are willing and that you are able to help him. Nobody has any interest in your sorrows or business problems and/or your family or your girlfriend or your boyfriend's problem. Try to completely separate those things. Okay we will go into the four different categories that we put our inventory in.

We have first of all soft goods which are obviously the most important in our business, and those are the plant materials, the bulb materials and nursery stock. Of course with Steve here I should say, woody plant material. They are important to us, but they are not as important because all of our woody plant material we have to purchase. The annuals such as bedding plants, potted house plants, and gift plants such as blooming plants, we produce ourselves; so we obviously put those in the number one spot. Seeds are also considered soft goods. Other soft goods could also be considered seeds.

Next we have hardware goods. The hardware goods speak basically for themselves. They are the tools, the equipment, all the hardware items that you sell.

A third and very important part is our dry goods. Our dry goods are materials such as fertilizer, spray material, items related to maintain plants such as planting supplies, mulches, etc.

Then least, but not last, is another item that has proven to carry us through the year to be able to be open year round and those are the decorating or gift items. The gift items, for instance, around Christmas would be Christmas decorations. Gift items throughout the year would be pots, decorative containers, and/or ornamental items that people decorate the front door or their homes with.

We have a breakdown on the products that we sell on our register. This of course is strictly for us as garden center operators. In your case you would probably have different categories. The main category is our perishable items. Perishable means that if you don't take care of them, somebody else will. If you don't water your plants, you are going to lose them. If you don't protect your seeds from getting moist, you are going to lose them. So the perishable items we have are basically the plants, the nursery stock, the annuals, the seeds and bulbs that you get in; and other semi-perishable sections are the nursery stock, because most nursery stock if you maintain it properly, if you place it in the right location, you will be able to sell it eventually. If you do not sell it this fall by hilling it in or by properly putting it away for the winter, you will have it available for next year. We've found some flowering material, flower shrub material in fact look better, and performs better the second year. Then we have the non-perishable items. Those are the items our inventory could get bogged down with. The non-perishable items you think it won't rot or it won't decay or whatever. But still they are items you

have to keep in mind. The non-perishable items are for instance tools, the gifts supply, fertilizer, the mulches. All these items that have no deterioration. Then a last item is an item that you really have to watch your inventory with and those are the seasonal items. It more or less speaks for itself, but it is important to know. The seasonal items are those items that will not sell at some months of the year; and yet other months of the year, they sell like hot cakes. You say, "Well since they are a hot cake item in the fall of the year, I'll just go ahead and stock them heavily in the fall of the year." But if you stock them too heavily you have to carry them on throughout the entire rest of the year and wait for the following fall to show up again, you are going to miss out on inventory control.

Ladies and gentlemen, inventory control in garden center business such as what we are in, is a very important item. You say, "Garden center business. Well why is he talking to me?" Well basically because we were formerly fruit farmers, fruit marketers. We went from having our own retail fruit stands on the highway which goes straight through the city to our present market. We also went all the way to Detroit or we went as far south as Atlanta with our own produce at one time. In other words, we've been through your business, and it has been very interesting to us and very rewarding to us to convert from fruit farming to the garden center business.

I'm personally interested in growing things myself. My time, however, is spent more at merchandising at the present time. Why I do that, I don't know. I was born and raised in Holland learning how to grow tulip bulbs and other bulb material. I ended up coming over here as a trainee to have a year exchange student type program. I liked it so well; this is a beautiful country and all of a sudden I saw that this was the country that I wanted to live in. I came to this country for a year and had to go back to serve my military obligation. As soon as the military obligation was over, I came back for another year as an Industrial Trainee. By the way now nobody is able to come in on these terms anymore. But in any event, I was able to do this. I developed a liking and I happened to find a young lady in this country. Since then I have liked to live here, and I still do.

You do something in your life that you like; if you like it, you are good at it. If you don't like what you do, my advice is find something else; because if you don't like fruit farming, if you don't like garden center related business, it is not your bag, do something else. If you try it, don't try it too large at the beginning. If you haven't started it yet, plan on taking step by step. Spend some of these winter evenings reading materials such as what Steve talked about earlier. I've done this myself and it is very pleasant and very enjoyable to be informed. In fact an informed person is able to combat most all problems.

Now I would like to talk about training of employees for just a little bit. We generally do not place ads in the paper, because if we place an ad in the paper, we have literally hundreds of people coming out to see us. We have lots of people walking in and in the type of business that we are, the spring of the year is generally the time that people come

in and when we need them most. So who do we try to attract? Well first of all we try to attract the willing workers. The willing workers are from young to old. In fact the willing group is what we try to hire full time people out of. Then we want to attract retirees. Another group that we try to attract is the youth and then last but not least is the ladies. I'll explain one by one why we do this. The willing ones are the ones that are hungry, that are eager, that want to work, that have interest in it. They don't have this, "I want so much money first" attitude. They like to have the enjoyment of working with plants or working with people. Those we quickly distinguish as full time help. The retirees on the other hand are those that we like because we know they don't want full time work. Financially first of all if you are 65 or older, you can't make too much money without affecting your social security. Second of all they like to have a short work period or a short work week. Those work out beautiful for us. They are generally satisfied with minimum wage and that's how it works out good.

Most youth that we hire, have to have close supervision, but we do work with them a great deal. Woody Hayes' message last night was right in line with what we try to practice. If you show the youth what to do, if you are willing to get down and work with youngsters particularly the unskilled youngsters, they are eager and they love to work. There is not a youngster on our place that is lazy. But, if you give them a chance to be lazy, they will be lazy. It is your example that you have to set for him or her that determines how they work.

Then we go to the next category and that is women. Well, ladies you have a full time job at home, and you have yet a few hours of your time left that you are able to devote to working. We have this tremendous problem around seasons especially spring and around Christmas that we need some extra help. Women are an ideal source. Then, as with all prospective employees we say to them, When, How, and How much? These three verses we really believe hold a lot of truth and hold a lot of fate and create a lot of goodwill with our help. We tell them "when", meaning we tell them right off the start, when they can start and when they will be laid off. When our seasons come to an end, we generally tell people, "This is exactly the timing we expect you to work." When also means, this is the time that we want you on the job. This is the time when your work day is over. I've been looking at other people's way of hiring and we've also been very successful in hiring young people that worked at the other place, at our competition. Believe it or not, they are the ones who are very eager to come to work for us because they have already been in the same type of working conditions, but yet they have never been on the winning team. We like to believe that we are the winning team as far as working together. Another thing we say is, "how". We will take time, myself, or other people in our organization, to spend at least one full day going over every detailed item. For a new sales clerk, or new cash register person or a person working in our nursery, or in our bedding plant area or even in our greenhouse area, we spend a whole full day training them and showing them exactly what has to be done.

These include how they should be dressed. They need to be dressed properly. We have kind of an old-fashioned feeling about that. We like boys to have their hair long, but it should be groomed. You can't say "You have to have it burr." Because the times right now everybody has opinions about that, but at least if you tell the people right off at the start, you should dress neatly, you should clean your hair, boys should be clean shaved. In the mid-summer girls love to come in in these summer type outfits or they even like to walk barefoot. Well tell them right off at the start that this is not able to be done. If you make these rules clear you will find it is very rewarding.

Another thing that we tell them "how much". How much are you going to make. We don't try to tell them anything that isn't so. We tell them in general a young person starts off with minimum wage as an unskilled person. A skilled person or a person that is back for their second year will start off at minimum wage plus 50 percent. Then we will tell them the advantages of full time employment when and if they qualify. We will tell them eventually they can become eligible for insurance; paid vacation, etc. All these items we have lined up; we know ahead of time what to tell them. You will find doing this very rewarding. An informed person performs far better than somebody that has to start swimming without knowing where to swim to.

Then I like to close my speech with telling you that you have a beautiful organization. I would like to make a plus for a couple other organizations. If you like to come to these type of meetings, Steve already mentioned the Ohio Nurserymen's Association. We belong to several more; another good one is the AAN, the American Association of Nurserymen. Then a third one is the Garden Centers of America. You say, "I am a farm market oriented person." However, the Garden Centers of America put on a good program every year. It is generally held in Louisville. It is held after all the local or the Ohio meetings are held. I believe it is held the second week in February.

Q. WHAT DO YOU DO WITH PRODUCTS THAT YOU KEEP OVER AND PRICES CHANGE---PESTICIDES, ETC?

A. We have a policy that we sell nursery toward the end of the sale on a sale basis. We like to clear out most or all our nursery stock. The last three years we have tried something new. We have sold all our goods at a 25 percent and some of our goods at a 50 percent marked down in the early part of October. For one weekend only. By doing so we greatly reduce our inventory to the point that the following year, we start it off with completely new items. Items however that we have carried over from one year to the next, we will mark up or down depending on the market. Depending on the suggested retailing of the products. For instance, Ortho products or Scotts products, if they have gone up \$.50 or \$1.00 per unit, we will actually go up. We have to do this in order to stay competitive.

Q. HOW CAN YOU COMPETE WITH THE MOSS MERCHANTISERS WHO ARE PRIMARILY SELLING OTHER GOODS BUT SELL PLANTS IN THE SPRING?

A. Well I like to tell you something that I don't like, but I will tell you anyway. The mass merchandisers have a very ugly saying, and they say, "We pick the best, the hell with the rest." Meaning they like to pick the very few weeks, the six weeks that I talked to you about in the spring and sell nursery stock. So if you are going to try to do what the mass merchandiser does, you are going to have to be prepared to only do it in the early part of the spring. You do not satisfy that customer that comes to see you the second time around. You should try to provide something to this particular person or customer group to make it worth their while to come in to see your place. We talked about nursery stock; I like to talk about gift items. For instance when I started working at Groby's, we sold Christmas trees only. Now we sell many items such as decorative items; we sell ribbons; we sell bows; we do not sell artificial trees, but we sell lights; we sell ornaments. We sell a lot of good items. The same with nursery stock. If you only stock nursery stock in the spring of the year, I believe you miss out on a year round business.

Q. WHAT KIND OF A GUARANTEE DO YOU HAVE FOR PLANTS?

A. We have a policy, presently we have a 50 percent, 60 day replacement policy. If you purchase something, it fails to grow within 60 days, we replace it at 50 percent. I will be very honest with you, we would like to completely do away with out nursery guarantee or change it around, but presently we cannot do so. We are forced into it because of different organizations or different other companies that are not willing to change. In my opinion, this is strictly my opinion, it isn't my responsibility for that plant not to grow because the person was too busy, too lazy, and/or was unable to plant the tree or shrub that they purchased or even to take a tree or shrub out of the back of the car when they get home. This often happens. Lots of plants get abused at our expense. This is what we would like to go to. Have a guarantee that the plant is healthy, true to name, and will start off within twenty-four hours. That is the guarantee we would like to go to. After that, there are so many different items that enter into this guarantee that are beyond our control. But due to the fact that other organizations or companies are unwilling to go with this in our neighborhood, we may still be forced into this. Steve might have an opinion on that. Steve would you like to comment on that?

STILL:

I can't disagree certainly. I think it is a personal opinion of each particular garden center. As far as the laws are concerned on it whether you be shopping for a toaster or plant material, you do not have to have a guarantee or a warranty. But if you do not prefer to go that way, then it needs to be indicated clearly on signs, on your bill of lading, if you have sales slips. If you go to a limited warranty which is what Ted is talking about, it too needs to be placed on the back of a sales slip or posted very conspicuously just the same way as in K-Mart or something like that.

- Q. ANY PLANT WILL LIVE 60 DAYS. A LOT OF YOUR TREES WILL LIVE A LOT LONGER THAN THAT. YOU KNOW THAT AND I KNOW THAT.
- A. Well not really. If you buy a good healthy plant and you plant it properly, every plant should live. Period. However there are situations where it isn't so.
- Q. WE HAVE FRANKS AND WE HAVE THE STORY THAT EVERYONE GIVES A YEAR GUARANTEE.
- A. Well not everybody gives a year guarantee.
- Q. OKAY, SOME DO THOUGH. I FEEL LIKE IN OUR BUSINESS WITH A GOOD HEALTHY TREE THAT AT SPRINGTIME DOESN'T COME OUT. I FEEL LIKE I WILL GO BACK AND I WILL WORK OUT WITH THE CUSTOMER, SELL THEM WHAT IT COSTS, OR WORK OUT SOMETHING. WE DON'T HAVE MANY. WE FEEL LIKE THAT PERSON'S BAD TASTE IN THEIR MOUTH CAN DO MORE DAMAGE TO YOU IN YOUR COMMUNITY THAN SUPPLYING MAYBE THAT ONE TREE TO THAT PERSON.
- A. You are not wrong. However, we feel like we offer a very quality plant and by going strictly balled and burlap material and nursery grown container material. We feel very confident that our plant materials is tops. The abuse that the plant material gets in my opinion or in our opinion should not be our responsibility only. Now you are right. There is a communication problem. Now policies are wishy-washy. One will and the other won't. The third one will replace the plant five years from now because eventually the little kids run over it or something. There is just no end to the problem.
- Q. IF YOU HAVE A \$6 PLANT, DO YOU SELL IT FOR \$12 OR \$15. WHAT MARKUP DO YOU USE?
- A. In nursery stock, we like to double or double and a half our products. Just to give you a general rundown. In all our dry goods, we like to put 45 percent markup on them. In our hardware goods such as tools, etc., we can only have a 35 percent markup. On our gift items, we like to have at least a double markup. On our soft ware such as nursery stock, bedding plants, we double or double and a half our money. To double and a half our money is necessary to re-cover some of the cost of the guarantee problem. If we could drop our guarantee, we would like to strictly go with doubling our money.
- Q. I THINK THAT IS THE WHOLE POINT. IF YOU HAVE A HEALTHY PLANT, I AGREE WITH YOU THAT IS THE WAY WE DO IT. IF YOU ARE GOING TO TAKE A \$5 TAXUS AND YOU ARE GOING TO GET \$25 OUT OF IT, YOU CAN CERTAINLY AFFORD TO GUARANTEE IT. BUT IF YOU ARE GOING TO SELL IT FOR \$9.98, THERE IS NO POSSIBLE WAY YOU CAN GUARANTEE IT.
- A. Now for you that start off and have not started this, if you want my personal opinion, do what I've said. Buy the very best only; don't buy off the truck that comes out of the Appalachian area wherever selling cheap materials because undoubtedly those appear to be

bargains. But the bargains only last for as long as they are alive. Lots of new nurseries have been burnt very badly by poor quality purchased plant material,

Q. WHEN YOU FIRST GET STARTED, WHAT WOULD YOU SUGGEST WOULD MAKE A NICE DISPLAY? I REALIZE YOU HAVE TO HAVE A VARIETY. HOW BIG OF AN AREA WOULD YOU HAVE TO HAVE? SOME PLACES ADVERTISE 7 ACRES OF NURSERY STOCK AND THAT IS AN AWFUL LOT OF INVENTORY.

A. You are right.

Q. COULD YOU DO IT IN AN AREA OF 100' x 200'?

A. You need to be able to budget your year business. By doing so, you need to write down on paper what you are going to inventory in all these different items you are going to go into---. Nursery stock for one thing, bedding plants for another. You should have bedding plant related items such as soil, mulches. You should have spray material to take care of the trees. You should have items that are in connection with the sale of plant material. Then you need to find out how much your budget is and you just start to divide the different categories and allow so much for nursery stock, so much for plant materials, etc. As far as space is concerned, this is a very interesting percentage that I like to tell you. We have approximately 80 spaces available to park cars. Eighty percent of our business is done in six weeks. If we could increase our parking by fifty percent, meaning we would have 120 parking spaces, in those six weeks we could approximately double our business. This is statistically proven, if we could double our parking lot for those six weeks, if we could go from 80 to 160 spaces from April 15th through the end of May, we could do as much as four times the business. In other words, you ask me a question, it is not on paper but it is proven. If you can take care of the crowds when they are there and sell everyone that walks in, you've got it made. If, in addition, you can take care of the slack time when the people are coming in one at a time, you can tell at least one other item, you've got it made also. Those are two items I'd like for you to take along. Now as far as space is concerned, you would have to be able to decide that upon yourself. If you have \$10,000 to spend on nursery stock, you need approximately so much area. I can't say because you might be including spreading evergreen plant material. You might be going with fruit trees. Fruit trees, by the way, for markets such as yours, seem to be an ideal item to start off with. Or you could go with shade trees. I can't really honestly tell you how much to start with. There are books on the matter. Steve has some. There are some available. I would like to tell you how I learned all my knowledge. I have very few home books; I use all the library books that are available. I tell you how pleased I am to live in this country; it is free of charge over here. You go to Holland or you go to any country in Europe, you have to pay for everything they ever give you.

Q. HOW ABOUT BARE ROOT STOCK? IS IT SALEABLE?

A. I'm not sure I understand the question. January and February is the ideal time for nursery people to pot bareroot stock in their containers and then place it preferably in quonset huts or in semi-heated rooms that are protected from the elements. Within a short while when the leaves start coming on, outside, you can actually plant it in the yard providing that you do not disturb the root system. Plants such as freshly planted material are very easy and very good to handle. Before you plant always slit the sides of the container with the proper tools. For instance, there is a hand held large cutting tool, that you can cut the two sides of the container. You pull the sides away and then you carefully place the whole plant into the hole that you have dug. I'll show you the type of tool that there is. As you open and close it, this part here will form like a knife. Even a thick metal can be cut without too much effort. Everybody in our nursery, young girls as well as men can do that without any effort. Does that answer your question?

Q. WHAT I MEANT WAS WE BUY OUR STOCK BAREROOT, POT THEM AND SELL THEM TO THE PUBLIC. WHAT I MEANT WAS HOW SOON IS THIS PLANT SALEABLE?

A. Yes, if he planted it according to the instructions that you provide, with giving him an instruction sheet such as Steve talked about. We sell self-printed planting instructions available in handy small booklet forms at a very nominal price. It could also be transplanted immediately when the leaves start developing on the stock. In fact Steve would you care to comment on that?

STILL:

I think what you might be referring to is a case where you pot it up with no leaves on it one day and sell it to the customer the next day. Then you have a slight problem because there is no way for the roots to be out in that mass. Even if you carefully remove the fiber pot or metal, the soil is going to fall away from the root system. The best way to insure a good plant is what Ted is talking about. If you have a clear poly quonset hut, you can pot up the plants in February and then the sun will heat inside the poly hut with no additional heat source. The leaves will break; you are going to have to watch your watering because it gets very warm, and you will need to open up the hut on a hot day. By the time the middle of March comes when you are ready to sell, you can move that plant out as a full leaf plant and the roots will have developed in the entire container ball. You would have a problem if you pot up on Friday with an artificial mix and want to sell that plant on Saturday. It just won't hold. Sometimes you can use fiber pots instead of plastic. I don't like fiber pots very well, but you can use them. First of all you make sure you take that rim off because those fiber pots many times are impregnated with asphalt so that they will last sitting up in your sales yard for two or three months without decaying. It is going to take awhile for them to break down in the lawn situation. If you use a fiber pot and if you tell the customer, plant it, I would tell them to take off the rim, break the

lip that is up above the soil, break all of that off, and I would take a knife or hammer or something and knock holes in the side of the fiber pot so you have some places to root. I've done research on taking fiber pots, freshly potted plants, placed them in the soil without breaking the pot, and at the end of the growing season even the following spring, that fiber pot is still around the plant. The roots you only find coming out the drainage hole; there is no lateral root movement through that heavy thick fiber pot particularly when you get up a five gallon type size. Maybe a little one quart or one gallon which has a thinner wall will not stop roots. You do need to be careful with the fiber pot. If it gets dry and you don't water directly into around the stem, the roots are still enclosed in that fiber pot and they are not out going into the soil area where they can get water and nutrients. You have to inform the gardening public if they don't remove that fiber pot that you have to water very religiously, but not to over water because you have a reservoir there.

AUDIENCE COMMENT:

We find one thing. Knowledge of your sales people in our business; we aren't too large; we have only six or eight taking care of our sales. I think that is a great asset; if you have the people that can answer questions or suggest to these people where they can get information. I think that increases your sales so much. We have small classes to teach them.

VAN RUITEN:

That is definitely important. We have sales meetings once a month, with everybody. We have a sales meeting once a week with all our top people. Once a month everybody that works for us, gets together. We stress that it is necessary. If there is free times such as cashiers or part-time help, in order to improve their knowledge, we hand them booklets. We hand them planting instructions; we hand them bottles; we hand them other materials that comes through and we force them to read it. We force them to get themselves acquainted with plants. Eventually a light will start to shine for all of them.

Q. WE ARE VERY SMALL AND HAVE HAD TROUBLE GETTING MULCHES. IS THERE A BULLETIN OR SOMETHING TO HELP US FIND ACCESS TO THESE THINGS?

A. Can you tell me where you are from? Sunbury, Ohio. The best way to start off is to find the organizations that are available, not necessarily join them, but find out by who is in your neighborhood distributing certain goods. For instance the soils and mulches you mentioned, there are distributors available that handle or cover your areas. To start off and to start out as a young, small business, it would be foolish to buy large quantities direct from the manufacturers. We as a larger corporation, we still don't buy everything direct. We buy a lot direct, but most of the items we need on a week to week fill in basis, we buy through our distributors. For plant material there are large books available at no charge to us as members of the organization; it is no problem. Plant developers have their names listed

and what they grow, how much they grow. They are willing to send you, at no charge, information through the mail or they will come visit you. Don't be embarrassed for being a small guy because everybody has to start out sometime.

STILLS:

If you could attend say one day of the Ohio Nursery Short Course, we have a trade show there. I think this year there are 210 booths, similar to what you have out here in the open hall. There will be companies that sell not only plant materials there, but they will sell pruners and burlap, and containers, all different types of suppliers. There may be a horticulture supplier there. They will have a person who will service your area, even though they are a national firm. By spending the afternoon going through that trade show, you can meet a lot of the suppliers, get their cards; tell them just to stop by and see you.

VAN RUITEN:

If there are other questions either Steve or I are glad to answer your questions by phone or by mail or come to see us.

Q. WHERE DO YOU GET THOSE LITTLE TAGS FOR IDENTIFYING THE PLANTS?

A. I don't have the address with me today, but if you leave me your card, I will be happy to send you the information.

VAN RUITEN:

I know what you are talking about, the master cards. There is a firm in Florida. You could create those yourself; however, there are companies that specialize in those. Ball has them in their catalogue also.

Q. I REFUSE TO BUY ANYTHING THAT ISN'T MARKED.

VAN RUITEN:

That's right in fact, there is a law that says that every plant should be individually tagged.

Q. IT IS NOT A LAW IN OUR STATE, BUT IT IS A LAW IN MY MIND,

VAN RUITEN:

In Ohio it is a law. I do not know about other states. We have a Plant Identification Law that says that every plant has to be identified. Bedding plants by right should be identified yes. Each package should have a name on it. Not that it is done, but it is the law.

BARKER:

I want to thank the speakers and the audience for a very worthwhile session.

PLANNING GOALS FOR THE '80'S: SURVIVAL,
GROWTH, PROFITS OR----?

Chairman: Dr. Lois Hungate
Department of Agricultural Economics and Rural Sociology
Ohio State University

I'm Lois Hungate, a professor in the Department of Agricultural Economics, your chairman for this afternoon. And now as we come to the close of this 20th Annual Roadside Marketing Conference and as we enter into the decade of the 80's, I'm sure we're all asking the question or will on the way home as we digest all that we've heard, Where do we go from here? As we consider this question, some will wonder, Will we survive? How much can we expand? What kind of profits can we expect? At the same time our economy, our population, our world is changing, and we wonder where we fit into the whole picture. To help us think through our goals for the 80's, we are extremely privileged, to have with us one of the nation's outstanding authorities on the study of consumer behavior in marketing. He is a professor of marketing at the Ohio State University; among other things he teaches a course in marketing that has nearly 600 students. He has received numerous teaching awards. He is a widely known consultant in marketing. Among his accounts are the National Livestock and Meat Board and some large agricultural co-operatives. He has been widely quoted regarding the changing consumer scene in magazine such as Forbes and Business Week. He did his graduate work at Northwestern University, but we'll forgive him that. Along with all his other activities, he has coauthored 13 books. So ladies and gentlemen it is my extreme pleasure to introduce to you one of my colleagues from the Ohio State University who is going to address the subject, "Planning Goals for the 80's: Survival, Growth, Profits, Or----?", Dr. Roger Blackwell.

Roger Blackwell
Department of Marketing
Ohio State University

BLACKWELL:

Thank you very much, and it is a pleasure to be with you today. We would like to talk about a very interesting topic. The topic is profit and how to get more of it. We would like to think about strategies for the 80's. In thinking about strategies, some quotes might be helpful.

This one is rather interesting. It says, "All men see the tactics whereby I conquer, but what none can see is the strategy out of which victory is evolved." Now this was written not by Woody Hayes, but by Sun Tzu in 500 BC. Does anybody know who Sun Tzu was? Sun Tzu is considered the father of guerrilla warfare. Has the United States ever won any battles and lost the war because it didn't understand guerrilla warfare? Many business people do the same thing. They win the battle of price; they win the battle of getting the crop at the right time; they win the battle of getting it picked; they win the battle of getting good quality cider; they win the battle of having somebody to staff the markets. They win these battles, and they lose the war of profitability. What we would like to talk about this afternoon is not the tactical issues. How to advertise is a very important topic in marketing courses. How to price is a very important topic. How to train salespeople is important. But those are all tactical issues; and too often, like guerrilla warfare, we focus on all these little wins here and there and lose the battle because we don't focus on strategy. If we're going to talk about developing yields and profits that are high rather than low in the 80's, we must focus on strategy. That is our intention for this afternoon's session.

How should we define strategy? A firm can look at strategies in different ways. When we think about strategy, we have to think about what a particular firm has as its capabilities, its location, its resources, its funding, and all of these sorts of things to put together an understanding of strategy. And how would you define strategy? At its very simplest, strategy means a decisive allocation of resources in a given direction. There is one problem with that; you've got to be sure you're going in the right direction. Satchel Page said it this way, "If you don't know where you are going, you may end up someplace else."

Strategy is a decisive allocation of resources in a given direction. Using that definition of strategy, does your firm have a strategy? Remember though, that even to make no decision is making a decision. In that sense, every firm represented here has a strategy. Perhaps one of the things you'll want to do going home is discuss with your spouse or with someone else, What is our strategy? Have you really thought through how you are allocating your resources and where you want your firm to be in 1990? If you don't know where you want to be in 1990, you may end up someplace else. In thinking about strategy, we might remember the exchange in Alice in Wonderland. Alice in Wonderland puts it this way; Alice is talking to the cat. "Cheshire puss," she began rather timidly. "Would you tell me which way I ought to go from here?" "That depends a good deal on where you want to get to," said the cat. "Well I don't much care where," said Alice. "Well then it doesn't matter which way you go," said the cat. Which way do you want to go in the 80's? That is the topic that we would like to address this afternoon.

One of the first things to consider is that it is critically important to think about strategy in a multiple context. Marketing strategies are critically important but they must be developed in the context of the other strategies. Operating strategies, financial strategies, and manpower strategies are some of these. For example, if you look at a firm that is very successful, you might focus on its marketing program. In

a very successful firm, people might say the reason that firm is so successful is because they have such good products. I should add that it might also have excellent production-deletion. It often takes tougher, better management to stop selling a product than it does to start selling a product. And yet many people do sell products that they don't make any money on. The firm may also have excellent salespeople. People may say, that's the key. Perhaps the firm's advertising is extremely well done, or some other aspect of the marketing program. I know of a firm that fits all of these descriptions of a marketing oriented firm. Yet, their key to success is one of the most automated plants you can imagine. Everything comes out of the factory and into the warehouse; about the size of St. John's Arena. In the warehouse the computer figures out which item has the lowest probability of being sold. Where would those items be stored in the warehouse? Back and high. And the trucks that deliver this product all over the country are programed by the computer to take the most fuel-efficient routing on the highway. Products that will be sold last or delivered last are put into the truck, when? First. The whole thing was done by computer, providing a highly rationalized distribution system producing the net effect of operating costs several percentage points lower than competitors. Rather than be lured into price competition, however, the firm puts the extra margin into more marketing clout that serves to extend their marketing dominance even further. What is the secret of that company? Their marketing? Or their operations? In fact, it is both. You can not think about one without thinking about the other. We have to devise strategies that take both of them into consideration.

The need for considering strategies in a multiple context also applies to financing. You can't grow faster than you can fund your growth. Understanding how to use leverage, how to present the figures to a bank and how to demonstrate financial management ability when you will determine how well you can get funding from sources and the price you must pay for it.

The fourth context for strategies is people. Generally, you will never get better people working for you than you are yourself. If you have bad help, it is usually because you are a bad manager. And if you have good help, it is generally because you are a good manager. A firm needs "people strategies" to be effective. If you build up people or if you tear down people, you will get similar results from the people working for you. A "people strategy" asks "What kind of people do we really need? What does it take to get them?"

In these multiple contexts, we can begin to talk about strategies that are effective in the 80's. And when we think about strategies, we're thinking about looking at the resources and capabilities of a firm and asking, "How can we best match our resources with market opportunities?" A strategy takes your resources and turns them into profit.

It is becoming more important to talk about strategy. You might say, "Why do we have to talk about strategy? Just tell us how to price something." Or, "Just tell us how to advertise." "I don't want to think about strategy." It is becoming much more critical, however, to think about strategy. There are several reasons for this. One is the

accelerated change in the environment that Professor Talaryk talked about at this conference a few years ago, when he described changing life styles. When we examine the kinds of things that are happening in our society, the changes are getting faster and faster and faster and faster. I won't go into all the reasons why this is true, but it is very clear that it is going to continue to be true in the 1980's.

Another factor creating the need for strategic management is the increasing complexity of the business environment. Included here would be energy costs, and all kinds of interactions with the availability of it, and such things as freeways that come through or don't come through. Also, inflation probably is with us for the decade. Anyone who thinks it is going to stop, just really doesn't understand basic economics. If you think President Carter or President Kennedy or President Reagan or anyone else is going to do something about that, you really should flunk basic economics. A President may have some effect on it, but anybody who thinks one individual can stop inflation is naive. I did hear one good suggestion for handling inflation, however. Somebody said, "If the President would just give inflation over to the Post Office Department, everything would be okay. If anybody could slow it down, they probably would."

Looking at all these sorts of things should encourage us to take a more strategic perspective and ask what really accounts for the profits in a business. Not the guerrilla warfare, but what counts for the victory of high yield profits. Now one of the things that Paul Valery said in explaining the environment was this, and it is a very good quote. He said, "Once destiny was an honest game of cards which followed certain conventions with a limited number of cards and values. Now the player realizes in amazement that the hand of his future contains cards never seen before and that the rules of the game are modified by each play." It is kind of as if you and I were to have a friendly little poker game tonight. You pick up your cards and you get a thirteen of Squires. Now how do you bet that? That is what the future is increasingly like.

How do you approach such a future? Some view it optimistically and some pessimistically. John Gardner reminds us, though that, "We are continually faced with a series of great opportunities, often brilliantly disguised as insoluble problems." If there are five markets in your area and the environment gets so tough that two of them go out of business, is that good for you or bad for you? That depends on whether you are one of the two or one of the three, doesn't it? We need tools that help turn problems into opportunities? Yesterday's sweet corn, is that a problem or is that an opportunity? It depends upon how you view it. Look at the kinds of things that are happening with the young population. Many don't know how to cook fresh produce. They don't know how to can; they don't know how to prepare food. Many of them really don't even know how to peel an apple. That is a problem. But they also have certain attitudes such as a return to the natural. They are also concerned about nutritious foods and that often means home grown food or in some cases even organically-grown food. There is a concern for the outdoors and a concern for appearance and health. One of the largest trends occurring in the United States today is concern about one's diet and health. I don't like to talk about that one quite as much as some of the others since I went to a doctor's office with those height and weight charts and found out I'm six inches under height.

One tool increasingly used in strategic management is called scenario construction. Scenario construction is built upon the premise that no one really knows what is going to happen in the future. You might say, "We heard Dr. Blackwell from Ohio State and he is predicting what the future and the 80's is going to be like." No I'm not; I don't know. I study the future. I listen to people who spend their entire life studying the future. I know some of the ways you forecast the future; and I understand some of the causal elements of the future, but I don't know what the future is going to be and neither does anybody else. You may listen to these people on TV shows or read the books in which someone says, "Here is what the future is going to be like." Cross them off. You are listening to somebody who doesn't know what they are talking about. If, on the other hand, they say, "There is a pretty high probability that this may happen, but something else could happen," then they may have something worth listening to.

This is called scenario construction. It is a matter of saying "We don't know exactly what is going to happen. Nobody does, but here are some possible attentive futures." A year ago we might have predicted the government would cut back on defense expenditures because that was the national mood. But that was before Iran and Afghanistan. Now most people say we are going to spend more money for defense. That may reverse a lot of things. Nobody knows what the future is going to be. But you can say, "If this scenario happens, then what would we do with our roadside market?" This is called scenario construction. It is a planning technique for responding to changes in the market. If the freeway goes through. If we are given a license. If we are not given a license. If I use mail order. If we could get groups of people coming to our place almost like a Bob Evans Farm Resort. If these events occur, then what would we do? Scenario construction is based partially on forecasting uncertainties. It involves identifying a likely chain or combination of events and using this as a basis for planning. You are saying, "Several scenarios are possible. This could happen. That could happen. If this happens instead of that, here is what we ought to be doing." That is what scenario construction is all about.

Now let us look at a definition of strategy, more rigorous than the simple description of strategy as an allocation of resources in a given direction.

First, strategy involves the long run. May I have a show of hands on this question, "How many of you really have a pretty good idea of what you want your business or your market to be like in 1990?" May I see your hands? How many have really thought that through? If you have, that is the beginning of strategy. It is saying not, What are we going to be like in 1980 and 1981, but, What are we going to be like in 1985 or 1990? Strategy involves the long run.

Second, strategy must be time-phased. I mean by this that strategy involves breaking down long-run goals into what must be accomplished in the intermediate years. If you know where you want to be in 1990, I assure you, you will not be there if you don't also know where you must be in 1981 and 1983 and 1987. That is time-phasing of the plan.

Third, strategy involves design. I wish I could tell you, don't bother with this word design. I wish I could tell you that strategies occur naturally and that all strategies work. They don't. Good strategies and plans increase the probability that you as a manager will make better decisions than you otherwise would without them, but there are no guarantees.

Finally, strategies must be based on the premise of growth and return-on-investment. You might ask, Why do I have to grow? Why can't I just stay the way I am? The reason is because nothing else stays the same. Growth could be a qualitative rather than quantitative growth; it could be the degree of patronage preference that people have for you rather than size. But if you don't grow at least qualitatively, the world around you grows; and you die. I was down in the South one time, and the president of a company was making a speech to his managers. He gathered his managers around and told them, "Around this here place boys, it is like this. You either grow or you go." That says it. If you don't grow, you start dying.

Now the other part of this objective is the return-on-investment. (ROI) Perhaps one of the useful topics to discuss in a future seminar would be the approach to management. Most major retailers use what is called the ROI (or DuPont approach) which involves starting out with how much investment is required before making decisions on whether we should build a new building or whether we ought to expand into a new line or whether we ought to have a second location or that sort of thing. This is the ROI approach. And just to go back to kind of basic economics a little bit. You might say, Why is that really important? There are two ways to organize a society. One is the market approach. The other of course is the planned economy, sometimes called Socialism. In our market society, we say that you don't have a right to run a business, specifically a roadside market or a farm business, unless you can do something that people are willing to pay for. There is no one around who is going to give you laborers, seed, fertilizer, or facilities; except what you get from the market place. In a planned economy, a committee makes these decisions. But in a market society the only way you get resources is because you can make enough profit, enough return on the investment to go out there and buy them.

Profit is the salary we pay capital. Suppose you decided you wanted a new business manager, and you went to a business school and hired somebody with a degree in business. You said, "I want somebody with these marketing skills, and I'd like for you to come and work for our market." What is the first question that individual is probably going to ask you? You say, "I'd like for you to work for me." What is he or she going to say? "How much?" Suppose you said, "Oh we are doing something that is good for people. We are raising food and marketing things that people like. We didn't plan on paying you anything." What would that person say? Let's not repeat it here in front of everybody. Suppose you said, "Oh yea, well we'll start you out; we'll pay you \$5,000 a year." Again what is that person going to say? Again let's not repeat it. It has to be competitive or a fair salary or you won't get decent people working for you. And the same thing is true with your capital. If you can't pay a decent "salary" to the capital that is invested in your business, your business will eventually die. It will get bad capital and then no capital, and it will go out of business. If a consumer really understood economics, would a consumer want you to make a fair profit or not? Yes,

very much, if they like what you do. If they don't like your products and don't like what you do, then they hope you don't make any profits, get out of the business, and let somebody else use the capital. And so when we start our strategy, we start out with a 15 or 20 percent or more return on our investment as a planning requirement for strategy. Profits are not what is left over at the end of the year. They are what you start with in your plan at the beginning of the year. A lot of people think profits are what the accountant tells them on April 14th that they made last year. If that is so, you may not do a very good job managing your business. How do we grow capital? By securing a market position, a position in the market so advantageous that competition can retaliate only over an extended time interval and at a prohibitive cost. There is a farm market on the northwest side of Columbus. If you are going to sell doughnuts, don't bother to do it around there because they've got that market. They've got a lot of other markets. What they have done is pre-empted the markets for many products. The first person who gets some place with the most, the best, first, has a good chance to obtain dominance. And in general the firms that are dominant ones are the ones who make the highest profits. There are a lot of studies; we call these the PIMS studies, the profit impact of market share. What they show, is that if you are a strong dominant firm, you usually make a lot of money. Weak firms don't; that is no great revelation I guess. But what we are saying is we've got to have a clarity in our vision about where we want to be dominant before we can really hope to be highly profitable.

If you come home at the end of the year and you say, "I don't know. It wasn't a very good year. I just don't know what it is." And somebody says, "What do you do best?" "Well, I don't know. We try to raise a few peaches; apples are a little more reliable than peaches so maybe we will get over to apples. We've got a few pumpkins." "What is your business?" "Well we kind of do what comes along." If this is your situation, you shouldn't expect to be highly profitable. And you really shouldn't expect to be strong in the 80's. This is what we mean by strategy.

Where do strategies come from? The answer is, from the environment. If you remember only one thing I've said today, remember this one thing. The reality of strategy is the environment. Many roadside marketers are already reacting to changes in the environment. There is a company in Newcomertown selling apples by telephone. They advertise in the papers and sell apples for a dollar apiece. Other people are doing things like having pony rides. Other people are selling processed products; one of the very successful ones is catering. Many people develop restaurants, high-margin processing of foods, all of these sorts of things. If you think about it there was a little farm down here in the southwestern part of Ohio called Bob Evans a few years ago. Not much more than a little roadside market. They are a lot more than that today. They've got a strategic breakthrough in that because they've gone out and done several things. They've taken sausage and eggs--products that many kids hate--and they've got the kids begging their parents to take them to those places. It didn't "just happen." What they have done is take just a plain old idea and turn it into one of the largest and most rapidly growing businesses in the food restaurant area in the country.

Now, why do things happen this way? Let's look at the supermarket as an example of a strategic breakthrough which is defined as one that totally changes how an industry is organized. Now if you went back to the 1920's, you could walk into your neighborhood grocery store; and you would find a person who would take down your order. "I want a quarter of a pound of coffee, a few beans, and a few other things," and he would get your order and bring it back. In most cities how often did the housewife go shopping? Every day. She went in the morning and bought two or three items for what she needed that day. The next morning she went in and repeated the same thing in cities throughout the United States.

Michael Cullen looked at this and said, "That is an economic anachronism. That is the way we used to do, but it doesn't make sense anymore." I believe you are going to think a lot of areas in roadside marketing are the same way. Cullen worked for the Kroger Company. The headquarters in Cincinnati sent goods to the warehouse which then sent it to retailers across much of the country. It worked quite well until 1930. Headquarters continued to ship goods to the warehouse but the retailers began to say, "Hey, don't ship us any more goods. Our shelves are bulging already." Headquarters put pressure on the warehouse, and retailers put pressure on the warehouse. And guess what Cullen's job was? He ran a warehouse. But he had an idea. He said, "Why don't we take our warehouse and convert it into a supermarket? We'll get lower margins, but higher turnover." He prepared a plan and sent it to the vice president of operations of Kroger in Cincinnati. The VP of Operations sent a letter back to Cullen and said, "Dear Mr. Cullen. We applaud your creativity; we appreciate your interest in the company, etc., etc., etc., but it won't work." Cullen was persistent. He wrote the president of Kroger and asked for an appointment. When he got to Cincinnati, he went to the president, William Albers, but was referred to the Vice President of Operations. The discussion with the VP of Operations became so heated that it ended with a fist fight at the end of which the VP of Operations physically kicked Cullen out of the office. Cullen turned around and replied with, which must be one of the classic understatements of all time, "I quit." And he did quit. Of course, he started his own stores. He went to Jamaica, New York, and he started the King Cullen Supermarkets.

The average chain store ran on a 25 to 27 percent gross margin. Cullen operated on a 10 percent gross margin. Eight percent for expenses and 2 percent for profit. You can't just do that; you can't just lower the margin unless you do something else; namely you have to get a lot of volume from a large area with a high turnover. He did that in a number of ways. One of the things he did was to sell more for less. More for less is the key to most strategic breakthroughs, if you can figure it out. People ask, "Can a business grow if you just give better quality and do more for consumers?" Yes. "Can your business grow if you just charge less?" Yes. But the way you change the whole industry is to do them both at the same time. And he did.

Cullen did many things including advertising nationally known brands in full page newspaper ads. Until that time supermarkets didn't need newspaper advertising because everybody knew what a grocery store sold, and they all sold it using the same pricing method. So why advertise?

But Cullen did; he ran full-page ads. Incidentally, what do you think the other supermarket managers said about Cullen? They said two things. One, "He is stupid. You don't need to do that." The other thing they said was, "He is unethical. That is not the way we run our business." However, he brought in great crowds of people.

Another innovation of Cullen was to provide four different lines under one roof. Until that time if you wanted groceries, you went to the grocery store; but if you wanted meat, you went to the butcher. If you wanted dairy, you went to the dairy store. If you wanted produce, you went to the produce market. He put them all under one roof. Additionally, Cullen pioneered the loss leader. One of his loss leaders was the whole dairy department. He could afford to do that because dairy was only four percent of his total sales. What percentage of sales would it be for the dairy store? One hundred percent. What did he do to dairy stores? He eliminated that form of business in our country. Suppose you were the son or daughter of a dairy store operator and you just graduated from agricultural or business school. Perhaps you said, "Mom" or "Dad, I've got a lot of good ideas, and I'm going to work hard in this dairy store. Even when the kid works hard, and when he works smart what happens to that dairy business? It goes out of business. Why? Because the individual operator wasn't smart or didn't work hard? No. What caused that dairy store to go out of business? The environment had changed. When the environment has changed, sometimes the best thing you can do is say, "Wait a minute, we had better change dramatically or get out of this business and into another one."

Cullen was also a bit of a poet. He attracted almost as much attention in news stories as with his ads. The newspapers up and down the eastern seaboard ran ads about this great philanthropist who was selling groceries below cost. The principle of publicity is still true today. If you are a smart operator, you are getting good publicity. You are getting people writing stories about natural foods, and you are the authority they are quoting. They are writing about good prices and how people stretch their money, and they are mentioning your roadside market as an example. Cullen was a master at publicity. Newspaper reporters came in; they followed him around in a store full of people. Reporters would ask, "Mr. Cullen. How can you afford to sell groceries below cost?" How can you afford these loss leaders?" Cullen's answer, almost poetry, was, "The loss leader is an island of loss in a sea of profit." If you can't get customers into your market, you are not going to sell them anything. Cullen knew how to use that principle. A loss leader isn't for everybody, but it was a very great principle for him.

Overall, we can learn from the supermarket story the principle that strategy must come from the environment. What in the environment made that strategy work at that particular time? Supermarkets had been tried before and were financial disasters and supermarkets are a financial disaster today. The traditional supermarket is almost completely doomed. Only the super stores and the convenience stores are making any money. Why were the supermarkets so successful in the 30's? What in the environment happened to change their ability to be profitable? What was it? The Depression. That is the single most important thing. It

changed not only economics; it changed the psychology of buying. Just as the energy shortage changes not only the cost of driving, but it changes the psychology of driving. The Depression was the single most important event but there were a lot of other things. What other things had to happen in the environment? Transportation. You had women going shopping in their neighborhood but Cullen had to draw from a large area. If you are just going to buy two or three items, a penny saving or two is not worth it. When you have to buy two sacks of groceries, you need an automobile. What else had to happen in the environment from a technological standpoint? You can't have people storing goods for a week or two without refrigeration. If you will look at the numbers, from 1925 to 1929 is when refrigerator sales increased dramatically. If that had not been true, we might have been standing here today saying, "Let me give you an example of an idea that never worked. Cullen had this idea of a supermarket. What a crazy idea." The refrigerator had to be there in the environment. What else in the environment had to occur before this? You've got to have national advertising media. What happened to the United States in media in the 20's? Radio happened. And also before that just a little bit, national magazines.

What I'm saying here is you might go away from a conference inspired and say, "I think I've got an idea." But don't start with the idea; start with the environment. Ask yourself, "What is the environment?" Many people are concerned about energy. A lot of people might say, "What is the fastest type of retailing in the United States today?" The answer is non-store retailing. Do Harry and Davis sell any produce? Not too many people drive out to Oregon to buy from Harry and David. An orchard in Newcomerstown is selling with an 800 number. People in Columbus and everywhere read the ads and call. I sent my parents and my wife's parents two boxes of apples from Newcomerstown, Ohio. The price was \$16.95 for 16 apples and a little bag of popcorn. Quite a bit of margin in that. But when I talked to them, she said, "My husband goes out to the orchard and picks the apples personally from the very top of the tree. These are the biggest and best apples." Sounded good to me. I bought.

The changing energy environment is obviously going to increase the importance of destination markets. Rather than drive past a fruit stand or vegetable stand and say, "Oh I think I'll stop in," more consumers will need to plan the trip. Planned trips at destination roadside markets, however, may result in the customer buying \$40 or \$50 worth of merchandise. A destination roadside market may sell not only a wide variety of fruits and vegetables but perhaps pony rides for the kids and a place to have a cup of coffee or cold cider while buying some vegetables--a lot of vegetables. I believe that the changing energy environment is going to put a focus more on destination markets and that takes a better facility; it takes broader lines of merchandise, and it takes some special things. It can lead into restaurants and many other things.

The environment is the starting place for developing strategy. Looking at the environment means things like cultural and social trends, political and legal trends, economic trends, the existing business situation, other businesses, and the resources and objectives of your own firm. A lot of people ask, "What are the 80's going to be like? Are

people going to be worse off or better off?" As Dickens said, "It was the best of times, and it was the worse of times." If you have two incomes, if you are relatively well-educated, and if you have a small family, your discretionary income is likely to go up in the 80's. Those families will have money to buy artichokes or whatever they want and those people are going to want the best quality. Young people, especially those with two incomes and high education and no children are fairly insensitive to whether the produce they really want is 30¢ a pound or \$1.30 a pound. If you've got what they want, they buy it. It is middle-aged people, and people with only one income and some others that are very, very price-conscious. So you have two separate segments. Some will pay \$16 for 16 apples, if you've really got what people want, especially as a gift. The market segmentation problem becomes more acute because a lot of people have a lot more discretionary income. They want quality and innovation in merchandise and facilities as well as a lot of friendly personalization. Additionally, if this young, affluent market segment doesn't understand how to cook something, we may have to tell them. We may have to have the kind of personnel who are going to do that or improved graphics for visual selling.

The energy situation is rough but it is not so rough if you have a whole bus load of people coming to your stand at the same time. And of course many people are having school tours come to the farm. You get all those kids coming there on the tour. My kids went on one to Tuller's and as soon as they come home they say, "Daddy, Daddy, let's go back to Tuller's this weekend." That is a strategist saying, "Hey, let's look at a problem. Let's find an opportunity out of a problem by taking a whole bus load of people to the roadside market."

In thinking about the kinds of things that we might do, we might say, Maybe we ought to sell farm supplies. Maybe we ought to sell bedding plants. Maybe we ought to do such and such a thing. In thinking about products lines, we should not be constrained to what we already sell. We should be constrained only by the opportunity to sell in the environment. A useful tool for thinking about strategy is the Total Performance Model. (TPM) The TPM is useful for two purposes. One, to help understand the social and economic realities of the market place. And two, to develop plans and programs that make sense.

The Total Performance Model indicates that the place to start is with an understanding of environment. After you return home, ask questions such as, "What is happening to the population in our area. Where are the highways drawing new homes? What kinds of people are buying? What are the strengths of the grocery stores? Where are the convenience stores?" One of the finest restaurants in the Midwest is a place called the Stephenson's in Kansas City. Stephenson's Apple Farm. Twenty years ago, Stephenson's was little more than an apple stand. They grew apples; they also had sweet corn and a few other things but it was basically apples and peaches and they had very good apples. Today if you go to Kansas City, be sure and go to Stephenson's. You will find a restaurant about twice the size of this room and that is only in one of them. They have others. You walk into that restaurant, and the first thing you do is you find this big old oaken barrel, and you get a cup of fresh delicious cider. That is while you are waiting to give your name for

seating. When you sit down, you have the finest of foods, including apple fritters, apple butter and other apple-oriented foods. They have taken their best resources, which was apples, and they have made a great restaurant. They built a multi-million-dollar business based on their resource strength--apples--adopted to the realities their changing environment on the outskirts of Kansas City.

From the environment a roadside marketer must make strategic decisions. What do we mean by strategic decisions? We mean a sense of mission or an understanding of where your organization is going. Strategies define how are we going to get there? Goals define how we will know when we are there. Plans provide the specific timetables for figuring out how and when to get there.

Let's look at this in a little more detail for the topic of a organization mission. What is a mission? A mission is a long-term vision of what the company is or what some division is or is striving to become. It answers the question of what business are we really in and what business should we be in? And the importance of this is to define our business in terms of the benefits delivered to consumers, not the method of delivering it. No one here should be saying, "I'm in the apple business. I'm in the peach business." Instead, try to understand what the consumer is buying. Is the consumer interested in nutrition? Are they buying gifts? Are some consumers buying entertainment or a feeling of "going back to the farm?" What is the consumer buying? He or she is not just buying apples. If consumers are just buying price, nutrition per penny, you are going to market very differently than if it is a feeling from good food of taking care of oneself or a gift or whatever it may be. The business should be defined in terms of the satisfactions or benefits that the consumer is looking for when he or she comes to your market. Mission is a long-term vision. The word vision is a Biblical word from Proverbs, where it is said, "Without a vision, the people will perish." The Bible is talking about Israel but the principle is also true about your farm. Without a vision, you will just die and wither away and perish.

Peter Drucker says you've got to ask two questions anytime you are thinking about your firm. The first one is what most of us do. We ask this question, Are we doing things right? But the second question, and this is the one we fail to ask, is the question, Are we doing the right things? And I hope each of you will ask that about your particular location. Certainly we want to do things right; we want to keep the produce fresh; we want to keep the pricing right; we want to keep the margins right; we want to keep the turnover.

We must also sit back every once in awhile and maybe a conference like this will stimulate this kind of thing, and ask, "Marge, are we doing the right things?" That is the important question that we often don't get around to asking. Now we can look at the products we carry and ask these kinds of questions. Are these the kinds of things where we really can make some profit or are we selling them just because we've always sold them. What kinds of things do people want? Perhaps consumers want something out of the ordinary. They may expect to get something a little different from roadside marketers than from supermarkets. Do you have it or are you little better than a supermarket? The important thing to remember is that some market segments may be quite different

from your own tastes. Maybe you don't like Kiwi fruit. Many people don't. But we need to understand who out there does. We can see a lot of firms doing many different things in this area than have been done in the past.

After strategic decisions are made then we are ready to make administrative decisions. How much capital is it going to require? Where am I going to get it? Am I going to let my brother-in-law invest in my firm or not? Facilities, where do we really need to be located? We don't like our present location; where should we be located? One of the finest operations I know of in Minneapolis has decided the place they ought to be is in the airport. So they have a little European cart selling flowers and sunflower seeds right in the middle of the Minneapolis airport. You might say, "That's not me. I'm a farm market. I sell out beside the road." Well so did they at one time. Now they sell millions of dollars a year and they sell in airports and a lot of other places where there are lots of people with money to spend.

Operating decision should be based on administrative decisions. Operating decisions are the day-to-day kinds of things such as resource allocations, scheduling, controlling, and other activities to make sure that the produce is there at the right time and with the right kind of appearance and so forth. Operating decisions and with results--either low yields or high yields.

This is the Total Performance Model. It is not really very difficult; it is really very simple. Two values of the TPM may be realized. One, the TPM identifies the three types of decisions that people have to make. You have to make strategic decisions, administrative decisions, and operating decisions. Too often in preparing for a new decade, we don't do that. We only make the operating decisions. One famous study at Cornell University found that executives were spending about 90 percent of their time in operating decisions, about 8 percent of their time in administrative decisions and only 2 percent in strategic decisions. This is exactly the opposite of the rank it should be. Why does this occur? We put out fires so we never have any time left over for fire prevention.

The other value of the Total Performance Model is it identifies the sequence of decisions. If you look at this model the way we are talking about it here, you see it shows environment, strategic decisions, administrative and so forth, flowing from the left to the right. That is the way decision-making should be. But in fact, when do most people start making decisions about poor scheduling or poor control of quality? When the results go bad. Then they back up and start making better decisions about operating. It is difficult to do better scheduling unless we have better systems and better procedures. We can't really do a better job of allocating people to work if we don't have better people. We really can't do a better job of day-to-day management with poor facilities. So they look over here, and they back up and say, "We have facilities, but are they the right ones? What should we be doing." Only then, perhaps, managers back up and start making the strategic decisions. Those decisions can't be made well, however, unless we back up and understand the environment. That is planning, but it is planning from right to left instead of from left to right. What does that say about the results or

the yield? If planning goes from right to left, the result is low-yield profits. High-yield profits occur, however, when a firm starts from the left and goes to the right.

Many people think big firms always succeed. However, if you take the one hundred largest corporations in 1909, by 1948 sixty-four of them had died. Thirty-six were all that survived. The survivors started new industries, transformed old ones, and continually modified their methods of operations. The study of corporate strategies leads to the conclusion, "Unless management acts, the more successful a company has been in the past, the more likely it is to fail in the future."

Now let me give you one of my favorite examples of a firm that understands changing environment quite well. This is MacDonalds, now an old established 25 year old American firm. Ray Kroc, who put it all together was a salesman of Mixmaster Malt machines and he had a customer out in San Bernadino, California, that ordered seven of them. Now most salesman would have said, "Oh great, an order for seven," and that would have been the end of it, but not Ray Kroc. You see he was different; and this is true of every great person, he wanted to know why something worked not simply that it worked. He went out to San Bernadino and said, "What is going on out here?" He found two brothers by the name of MacDonald who had invented fast food without knowing it. The MacDonalds had a hamburger place close to some offices. And what was happening at noon--they were swamped; they had a good product. They were so swamped they didn't know how to handle it all so they cooked up about 200 hamburgers ahead of time every day and rigged up some lights to keep them warm. The first people who walked in got the 200 that were already cooked. Customers liked it and fast food was born. Ray Kroc saw this and said, "Do you boys know what you've got here?" They said, "Hey, we're happy. We've got a successful restaurant; why do anything different?" And Ray Kroc said, "You know what? Why don't you let me franchise this." He went up and down the west coast franchising this, and he made \$200,000 a year franchising it. A lot of people might say he's got it made. He thought about it and said, "You know what, they've got it made." I'm only getting \$200,000 a year." He put every penny he could get together, borrowed from his friends, got his secretary to work for six months free (he gave her stock instead of salary). Later when she retired she sold it for three million dollars. He got the money together and bought the rights, and you know where McDonalds is today.

But it all started 27 years ago with those little red and white tile walk-up places with the gaudy arches. Incidentally, what would most people have done if they had been as successful as that firm had been. And Ray Kroc was 56 years old when he started this. They wouldn't have changed one single thing. But in fact, there are only seven of those original type MacDonalds places left in the United States today. They are National Landmarks or something. You see what he did. He tore them down; and he said, What we will do is we will go where the people are. We will not be committed to doing things the way we have done them successfully in the past; we will be committed to doing what people want. And where the people are, that's where we'll go. The first thing he had to say was, They don't have large families and large cars anymore so they are going to want to sit down inside. We better get them somebody

to bring them on in. Ronald MacDonald does his job very well. You can not drive past a MacDonalds at 6:00 p.m. with two hungry children in your back seat; it can not be done. Their advertising has been enormously effective. If you can not read their ad, ask any ten year old; they can read it. They've gone where the market is.

This is the world's largest MacDonalds; it is at Ohio State University. They took the Student Union which was losing \$57,000 a year; they took the exact same facility that the University was operating. It had all these nice stainless steel things and the little ladies in their white uniforms. We were losing \$57,000 a year. MacDonalds came in, changed the decor very slightly and put two counters in there; you go in there any day at noon when school is in session, and there are about 25 lines going both directions of people buying hamburgers like crazy. Six hundred people can sit down and eat there. Now the point is, that was not what Kroc started out to do. He never thought about going into a university. His whole plan was to go to suburbs with walk-up type restaurants, but the environment changed, so he changed. And today they go to universities and zoos; not that there is any relationship between those. And they go to the Ohio State Fair; two million people go through there. A lot of people say, "Hey you're only open two weeks; I wouldn't think you could make any money there." Two million people go through it. Would you rather do all your business in two weeks or 52? It is very easy.

At MacDonalds they even tell you their whole corporate strategy and their reasons for success. Why? We do it all because we are committed to doing it the way we've always done it? Not at MacDonalds. We do it all for you. We do it all for the customers. Why? Because you can make a lot of money that way.

You've met for 20 years. What is the next 20 years going to bring? Is this Roadside Marketing Conference going to be an industry with growth? There is no such thing as a growth industry. There are only individual firms that are ready, organized, created, able, and operated to create and to capitalize on growth opportunities in the future. I don't know what it is going to be for you. Some people are going to take those opportunities and run with them, and some people won't. You may be at a standstill or you can be something much more. For most of us, the future arrives a little before we're ready to give up the past.

I would like to conclude this seminar with what is called the "Decades Presentation." You have finished 20 good years of meetings. Professor Cravens has been a very important part of giving many of you ideas during these 20 years. How could we think about the past in order to think about the future? What I did was go back into each of the decades from the 20's, the 30's, the 40's, and the 50's, and up to the 80's, looking at some of the most important historical events during each of those decades. I also looked at the music that was popular in each of those decades. If you want to know the values of a nation, just listen to the most popular records. They always reflect how things are changing. Cicero said, "If no use is made of the labors of the past, the world must remain always in the infancy of knowledge."

As we look at the past, I would like for you to do two things. One, ask yourself, "Are things changing more rapidly in the 60's and the 70's and probably the 80's than in the past?" I think you'll agree they are. If so, what does that mean about planning for your own future?

Secondly, ask yourself, "Are things becoming more segmented?" In the 20's and 30's you may have been able to see one force dominating the whole decade. See if you can see only one or two things in the 60's and 70's. What does increasing segmentation mean for how you serve different types of people? I hope you enjoy the Decades Presentation as well as get something out of it, hopefully to stimulate the process of planning and strategic creativity that will help you survive in the 80's.

(The audio-visual Decades Presentation did not lend itself to the proceedings format).

WELCOME

James H. Magee
Mayor, City of Dayton, Ohio

Ladies and gentlemen. On behalf of the citizens of the city of Dayton, I would like to extend an official Welcome to our city to the 20th Ohio Roadside Marketing Conference. While I was waiting, I had an opportunity to visit the displays and with all the good things you have to eat, I'm sure you are going to have a good conference! All the apples and other farm products that go with farm markets...I know that you are all healthy; I know that you all know how to prepare and sell good farm products.

The citizens of the city of Dayton are always happy when this kind of organization comes into our city, and take away from our city good wishes. We hope that your conference will be the best of its kind in the 20 years that you have been meeting. We hope that, if there is anything that City Hall can do to make your stay here more pleasant, you'll let us know. We want to do it. Merely call upon us.

I was talking to Dr. Cravens, and he told me that you had preparations for about 500 registrants, and that over 800 had come! Our Chamber of Commerce says that each one of you who comes to our city spends about \$200 a day; we would like you to keep up the good work, you hear?

We hope that you have a very successful convention and, when you leave here on Tuesday or Wednesday, that you will have had such a good time, that you will want to come back to Dayton next year. Thank you very much.

GREETINGS FROM NEW BRUNSWICK

John Enright
Mayor's Representative
St. John's, New Brunswick, Canada

Ladies and gentlemen, the reason that I am dressed like this tonight is that I represent the Mayor of the city of St. John's. The city of St. John's is the oldest incorporated city in Canada; incorporated by the Royal Charter of King George III of England. The Royal Charter gave us the right, the privilege, to have markets. Back in the olden days, the right to have markets had to come from the crown because all documents and proclamations were read in the market. In that Royal Charter it clearly stated that the mayor of the said city forever after would be the clerk of the market. He, in turn, would appoint a deputy market clerk. This happens to be my job, so I'm here to present this scroll to the Mayor of Dayton, Ohio--James H. Magee--on behalf of the Mayor of the city of St. John's.

This scroll is presented to you, and indeed it is quite an honor for the mayor because there is only one market clerk in all of Canada, and that is Mayor Samuel Davis of St. John's. There is only one Deputy Market Clerk in all of Canada, and that is John Enright. Now, there is only going to be one Honorary Deputy Market Clerk in all of the United States of America--and that is James H. Magee of Dayton, Ohio. So, without any further ado, I would like to read this scroll making you Honorary Market Clerk on the behalf of the city of St. John. It reads:

Greetings. Know all persons to whom these presents may appear. Whereas, by the Royal Charter issued May 18, 1785, the Mayor, the Council, and Commonality of the city of St. John did receive the grant, right, and privilege to conduct markets as follows; we do further, by our own special grace and certain knowledge for us, our peers and censures, give and grant unto the city of St. John and their successors; that they and their successors shall and then hold and keep such and so many markets in every day of the week throughout the year except Sunday. At such place and places in the city of St. John as the mayor, the ultimate and commonality for the time being, the successor shall, from time to time when fit, order, establish, erect, and appoint. And the Sundays may also be allowed for the sale of fresh fish in the said markets, and take and receive such tolls, and fees, as reasonable there from.

Whereas, as it was further provided and we do further for us, our heirs, and successors, will ordain and grant that the Mayor of the said city for the time being shall forever hereafter be Clerk of the Market of us, our heirs, and successors within the city fore-said in the limits, liberties, precincts thereof; and that the mayor of the said city, for the time being, by himself shall have full power and authority to do and execute, and shall may and do execute forever, with the limits, liberties, and precincts of this said city; and all whatsoever of the office of Clerk of the Market there doth shall or may ye hold without any hinderance or impediment of us, our heirs, or successors, or any officer of us, our heirs, or successors;

Whereas the city, in 1980, is observing the 104th anniversary of the construction of the city market building (in 1876), and whereas the appointee thereof has supported the city and exercised the lawful right of conducting businesses in the city market; therefore, in recognition of the occasion in exercise of the lawful right to the market, I, Samuel Davis, the Mayor of the city of St. John, presume to the powers vested in me by the Charter of the city of St. John, and being satisfied as to the appointee capacity and fidelity, do hereby nominate and appoint Mayor James H. Magee Honorary Deputy, Market Clerk, with the right to exercise all powers of authority vested in this office by the common laws.

So witness thereof, I have set my hand and fixed my official seal. Dated this thirteenth day of January, 1980. Signed Samuel Davis, the Mayor of the City of St. John.

On behalf of the Mayor, I congratulate you.

MAGEE:

By the powers conferred on me, the mayor of the city, I hereby appoint the officials of this organization as my Deputy Clerks, to carry on this market in this city.

ENRIGHT:

Also, Mayor Magee, on behalf of the Mayor of St. John, I would like to present to you these gold cufflinks with the crest of the city, on behalf of the mayor.

MAGEE:

We are very happy that the mayor has seen fit to grant me the right to be a Deputy Clerk. I thank him, also, for these very fine cufflinks.

On behalf of the city of Dayton, I would like to send to him a tie clasp that would carry the seal of the city of Dayton as a payment for the appointment herein. There is a requirement that you must pay or buy something, so this will be my purchase. On behalf of the officials of this organization, and behalf of the citizens of the city of Dayton, I now declare that this meeting is open, and that the official ribbon cutting will be dispensed with. You may enter into and observe the fine displays that are being exhibited here today. Thank you.

GET ACQUAINTED SESSION

PICK-YOUR-OWN OPERATORS

Chairman: Richard Funt
Extension Horticulturist
Ohio State University

My name is Dick Funt, and I am an Extension Horticulturist at Ohio State University. I would like to welcome you here for the starting session of this 20th Annual Ohio Roadside Marketing Conference. As you know, this group is mainly pick-your-own operators.

As we go around the room, I'd like you to introduce yourself and your party, tell us whether or not you have a pick-your-own operation now, and two of your highest return crops (the ones you get the most value from).

I'm Mason Reger from Mt. Jackson, Virginia. I have a pick-your-own operation of strawberries and apples. Neither one makes any money!

I'm Lillian Swank. The name tag says Annandale, Virginia, and that is where we live. But, our operation is Springhill Orchards in Geneva, Ohio. It is a continuation of my dad's business that he started some 60+ years ago. Hopefully, in a few years, it will be a three-generation operation. Our son starts college this fall at either Ohio State or Michigan State, and says he wants to study horticulture. We primarily have pears and apples, and probably apples are the biggest. We are starting strawberries on pick-your-own.

My name is Chris Gasteier from Sandusky, Ohio. My family has been involved with a strawberry operation for close to 30 years. We are just going to pick-your-own, and hope to pick up something here. Strawberries will be our only item of pick-your-own, although we have a couple acres in small vegetable plots where we have pick-your-own.

I'm Walter McClory from Delaware, Ohio, and I have a small roadside stand. This year we will have two acres of pick-your-own strawberries and raspberries in the fall.

I'm Harold Porter from Madison, Wisconsin. I have a pick-your-own strawberry business and are getting into Heritage raspberries. We've got an orchard coming along.

My name is Norman Applegate; I'm a third generation fruit grower in the apple business. We come from Freehold, New Jersey, which is where the people are--half way between Philadelphia and New York City. We've been in pick-your-own since 1972, in peaches, apples, and strawberries. We have a Pick-Your-Own Club, which was an idea from someone else a long time ago. We charge people who sign up a dollar each season, and then we send them a card when the strawberries are ready, a second card for peaches, and a third card for apples. This way, we have communication that works very effectively for us. We just started pick-your-own strawberries; this was our second year and we had seven acres. Since we felt we were known for apples and peaches but not strawberries we had a Strawberry Festival which was a lot of fun and a lot of work.

FUNT:

Some say festivals get expensive and complicated. Some have to have policemen to help if they are on a major highway, so that people aren't rubbing bumpers, etc. Are you going to do it again?

BETTY LOU APPLGATE:

This is a good question. I'm Betty Lou Applegate, Norman's wife; I manage and control our retail market in Freehold. It is like having a baby--two days afterwards you don't want to have another baby. My manager says the groundwork is laid, and why not? I believe my answer will be yes. I worked on the publicity--sent out free tickets. I wrote to every newspaper, every radio station. We got good, local coverage with one photographer who spent the day with us. You put all that effort into it (and publicity is what you are looking for), and if you are lucky and have a food editor or a photographer who is interested, and a beautiful day when the weather is nice, you might get some really good publicity. But, it is a gamble. This is something that you have to realize when you undertake such a project. Yes, we will be doing it again. But, labor has to be kept down. We had everybody working overtime that day, because we needed every employee plus other employees. These people had already worked a 40 hour week. They did us a favor and came in that Sunday. We hulled strawberries until everybody's fingers turned red because we just had to have fresh strawberries. We did make some ahead of time, but the labor cost was great.

I'm Bill Flynn from Elington, Connecticut. We are just putting in an apple orchard; it is going to be all pick-your-own. We have 15 acres on trellises and another 20 acres of free-stand trees. Next year will be our first in pick-your-own. We picked this year, but we just sold them on the side of the road.

I'm Mrs. Dal Lawrence from Findlay, Ohio. My husband is at another session--we like to get as much out of this conference as we can. We have a roadside market, and we have a comparatively small pick-your-own strawberry operation because we have a lot of pickers to pick for sale at our market. We have a clientele that likes to have their berries picked, although we do have some that like pick-your-own. We had lots of pumpkins this year, and for three or four days we sold them all-you-could-carry for a dollar. This was quite a project, but we sold all the pumpkins and didn't

have to throw any of them away. Right now my son is interested in a hydroponic greenhouse where he is growing tomatoes. We hope to have those to sell, in addition, at our seasonal roadside market.

I'm Bess Hum from the Minnesota Department of Agriculture based in St. Paul, Minnesota. I'm a Marketing Specialist. We're seriously looking into direct farm marketing for the first time. From the few comments that I have already heard, it is going to be a very interesting session for me. I completed a feasibility study last fall for the State of Minnesota on direct farm marketing for those interested in pick-your-own strawberries, raspberries, vegetables and also roadside stands. The results show that a great number of part-time growers and cooperatives are going into dealings with produce wholesalers simply because of economics. I also found that labor is a very crucial problem facing everyone involved in this type of business. I need all the information I can get from all of you so that I can go back to Minnesota and hopefully compile a fact sheet and listing of directories. Then, those interested in the state of Minnesota can get in touch with me, and I can refer them to those of you able to give them the information they need.

My name is Jeffry Hill, from Madison, Wisconsin; we call our business Harvest Haven, Inc. We would like to be 100% U-pick, but of course we are forced to have other retail and even wholesale sales. We have been in business for two years now, and are just getting into raspberries and strawberries.

I'm Steve Mohlar and this is my wife, Gail; we are from Gasport, New York. That is about 30 miles northeast of Buffalo, which is where we get most of our business from. Our farm is called Orangeport Orchards. We start out in June with strawberries and continue with sweet cherries, sour cherries, peaches, pears, and end up with apples in the fall. Our biggest crop is apples. I'm just back from seven years in the U. S. Air Force and I'm trying to learn all I can.

I'm Gene Stuckey from Sheridan, Indiana--about 20 miles straight north of Indianapolis. We have about 110 acres in U-pick fruits and vegetables. Our main crop would be strawberries, and the second apples. If you have enough volume, I fully agree with transporting people rather than letting cars in the field. We have done both, and we are now transporting everybody. Also, this past year we did try selling apples from bulk bin--let people pick their own apples out of the bulk bin. I have some reservations about it, but I think it does have possibilities.

FUNT:

Can you advise us on certain crops that you wouldn't want conflicting with strawberries? I'm sure you've got peaks of labor. Strawberry season may conflict with thinning peaches, for example.

STUCKEY:

Well we don't have anything else at strawberry season. We purposely haven't gotten into asparagus because we didn't want to start that early.

We are too busy planting our other crops, and don't want to bother with people then. But, we do have peas coming in right at the end of strawberries. One thing doesn't really conflict too much with another until fall, when we lose a lot of our labor (college and high school kids). Then we get into apples and pumpkins and run a little short on labor.

Q. HOW DO YOU TRANSPORT YOUR CUSTOMERS TO WHERE THEY WANT TO PICK?

STUCKEY:

We have tractors and wagons. They are just regular farm wagons, but I built steps on the side. It works very well.

Q. HOW DO THE CUSTOMERS LIKE THE IDEA OF YOU TRANSPORTING THEM, AND NOT GOING BACK TO THE SITE THEMSELVES?

STUCKEY:

We are not only in the business of growing fruits and vegetables, we are also in the recreation business. I would say 75% of the people come out for the recreation. They readily accept the transportation; it is a hay ride to them.

Q. HOW IS YOUR TURNOUT ON PICKERS FOR PEAS?

STUCKEY:

Very good. We had about three acres in peas, and we had no problem at all getting rid of them. I'll have to plant more this year.

Q. WHY DID YOU CHOOSE TO TRANSPORT PEOPLE AND NOT HAVE CARS OUT THERE?

STUCKEY:

Primarily, we have quite a few people during strawberry season. I don't think there is any way we could handle the cars. We can handle the people much quicker and easier than we can handle the cars. Also, you don't have a problem with people trying to shove stuff in their trunk. In the strawberry season, we run about three tractors. We double up the wagons, sometimes triple them up. In vegetables, we will go down to one tractor. Our parking area is not that far away from our vegetables.

Q. WHAT PRICE DO YOU CHARGE FOR PEAS? WHAT SORT OF A RETURN BREAK OR GROSS CAN YOU GET ON THAT?

STUCKEY:

We were 20¢ a pound on peas in 1979.

Q. YOU SAID YOU WERE NOT QUITE PLEASED WITH YOUR APPLE SALES OUT OF THE BULK BIN. WHY? WHAT DIDN'T YOU LIKE ABOUT THE BULK APPLES?

STUCKEY:

I still think they ought to go over the grader. You need to get the bad stuff out before people ever see it. You can't possibly pick the bad out as you go through it. Also, we felt we could sell more apples if we had some bagged up rather than selling them all out of the bin.

Q. GENE, YOU SAY YOU HAVE THREE ACRES OF PEAS---QUITE A GOOD PEA PATCH. WHAT VARIETY DO YOU FIND SUCCESSFUL?

STUCKEY:

I've had some problems in the past raising Progress. That really hasn't proven satisfactory for me. Last year, I did quite a little bit of changing and had Spring, Frosty, Green Arrow, and one other which I don't remember. Spring was a good one; it didn't have the production of some of the others, but it was a good early variety. Green Arrow was probably just a little bit late. Frosty was a real good one.

Q. WE ARE STARTING IN WITH TWO ACRES OF PICK-YOUR-OWN STRAWBERRIES THIS YEAR. WHAT DID YOU GET PER POUND ON STRAWBERRIES?

STUCKEY:

Forty-five cents.

Q. DO YOU EVER TRANSPORT GROUPS OF PEOPLE TO YOUR FIELDS FROM, SAY, A TOWN CENTER OR SOMETHING? ALSO, WHEN YOU ARE TRANSPORTING THEM OUT TO THE FIELD, DO YOU CARRY INSURANCE ON THAT?

STUCKEY:

You'd better believe I have insurance. We didn't have anybody hurt this past year, but we did have a person hurt the year before. We are particular about safety. No, we don't transport anybody out from town, although we do take school kids in the fall for tours at about Halloween.

Q. IS THERE ANYBODY HERE IN THE STRAWBERRY BUSINESS THAT HAS PEAS AT THE SAME TIME? WHAT PROFIT IS THERE IN PEAS?

A. I'm no authority on this--this was our first year with peas, our second year with strawberries. We got 50¢ a pound on peas. We will double our acreage next year (we had 2 acres this year); we had a fantastic time with those.

FLYNN:

We had about ten acres of peas last year. The only way you can raise peas is to double-crop them. You can take maybe \$500-\$800 an acre off peas, if you do a good job of marketing and have good peas. Then, you've still got a chance to come back with some other crop--late sweet corn or a late green bean. But, if you are just going to raise peas, it is hard to justify, except with Green Arrow, a late pea that will pick for three weeks or

longer. You can take a good many dollars off an acre of Green Arrow peas, although they are late. They come in the same time our green beans come in, and they go out pretty well. We were at 20¢ a pound.

I'm Ed Wasem from Milan, Michigan; a small town about 30 miles from Detroit, 50 miles from Toledo, and 15 miles from Ann Arbor. We have got people in all directions within reachable distance. We've been selling at the farm markets in Ann Arbor since 1942. We have about 135 acres in apples, 6 acres in tart cherries. We've pushed out 40 acres of peach trees and are really out of the peach business now. We are concentrating on apples. We've been planting anywhere from a thousand to two thousand apple trees a year for the last five or six years. When we started out we were primarily retail, and as we expanded our business became 70% wholesale and 30% retail. Now it is about 75% retail and 25% wholesale. When we learn all the tricks of the trade, we hope we can be 100% retail. We've had pick-your-own for about 9 years now; it is expanding each year. We charge a pretty good price on the apples and treat the customers fairly. We've been picking up a lot of customers from other people's orchards. Our tart cherries are all strictly pick-your-own. The trees are about eight years old now, and this last year we had a really good crop. We have a salesroom at our packing house near the orchard, so we retail in several different directions. We wholesale to some extent, but we are concentrating on pick-your-own.

I'm Leola Wasem, Ed's wife, and I thought I'd tell you what I do in the operation. I help with everything that was mentioned, but I also manage the school tours that we do. This past year we had 2400 school children, nursery school through seventh grade. They came from all over--Ann Arbor, Detroit, Dundee, Monroe, Milan, and locally. It is a good PR program because the children go home with our name on it. We give them an apple recipe folder (we stamp our name on everything we pass out), and a map to our place. This way we hope to get the entire family back. We have been doing this for several years, but a year ago I did it all by myself. I had 1400 children in a period of six weeks, four days a week. This year, my daughter (whose husband is working with us this year) and a neighbor girl have been helping me. People tell us we have the best orchard tour they have ever had, which pleases us. We give them cider, a fresh doughnut (which we make ourselves), and a three-pound plastic bag like we use to package our apples for the store. We take them into the orchard and let them pick six apples from the trees. There is a slight charge, which does not cover the cost; we do not do this to make money. We have been charging 50¢; however, we plan to raise this. Another orchard in our area that does five times as much tour business as we do charges \$1.50. We have been getting some of his children this past year, and they think our tour is excellent. We give them samples of various varieties of apples. I slice the apples with a slicer and let them taste at least five varieties--a green apple, red apple, yellow apple, and so forth. Then we show them the refrigerated storages and the fork life; how we stack apples in the storage. We also show them the packing room. If it is a nice day, we have them sit outside to eat their doughnuts and cider, so we don't have to sweep the floor every time we have a group of children. We do have a room inside for 60 to 80 children, but we divide into groups of 30 and never take more than that in one group. Otherwise, we cannot take care of them. We all enjoy it.

I'm Ed Makielski from Ypsilanti, Michigan. We have the Makielski Berry Farm and Nursery. We have between 80 and 100 acres of small fruits, about 60 in raspberries. Next fall we will go to 30 acres of Heritage alone, because of the low labor input to them. With Heritage, we can actually compete in price with strawberries because of the low labor. Our summer raspberry, that we have been extremely successful with, is Brandywine. A line of six berries will measure a little over six inches. We feel if we can get our berries a little larger, we can sell them by the foot! Brandywine is a cross between a red and a purple berry--it starts out red and then goes to purple when it gets really ripe. But, the way we market it works out beautifully. We tell people we have a "dark red". They don't want purple; they want red or black. The only complaint is that people can't stop picking them. My daughter was out in the patch this summer and, in an hour and a half, picked 27 quarts--and this is not unusual. The biggest part of our business now is nursery stock. We specialize in raspberry bushes and have some varieties that are really good ones. We sell all our berries by the quart, because of the location of our fields and also because of the checkout problem. We have found that the maximum number of people we have to have in that driveway is four--they can run through four or five thousand quarts. But, if we had to use scales, we would have to at least double that. We get 60¢ a quart, on strawberries, and 85¢ a quart on raspberries.

FUNT:

The Brandywine is classed as a purple raspberry but it does tend to be more red in appearance. My method for training Brandywine is similar to that for a black raspberry, as far as forcing the laterals, because it is so vigorous. I prune it at a height where I can pick. Normally, it stands up well and doesn't lean over. I have to prune other blacks a little shorter to stiffen them up. You can prune Brandywine a little taller.

Q. HOW FAR NORTH CAN YOU GROW BRANDYWINE? DO YOU HANDLE IT LIKE THE BLACKS OR LIKE THE REDS?

MAKIELSKI:

We are in the southern part of Michigan, and they are producing there. They are also growing them up in Wisconsin. We won't know for the next couple of years just exactly how far north they will grow. We do grow them as a black raspberry. When the new canes get to be about 18 inches in height, we just pinch the tops and force them to branch out.

Q. WHAT IS THE RESPONSE TO GROWING RED RASPBERRIES, NEXT TO PURPLE RASPBERRIES, AS FAR AS IMMUNITY TO AND SPREADING OF VIRUSES?

MAKIELSKI:

I haven't had any problem at all, because we are working with virus-free stock. You must keep up a good spray program, especially in blacks and purples, and practice good observation policies to keep a good check on them. The first plant that shows anything questionable, yank it out. Don't try to propagate your own plants unless you get them state inspected.

Because if you get one plant with a disease, and you propagate from it, you'll spread it through your whole plantation. Back in the 40's and 50's, this just about eliminated raspberries from Michigan--they said in 1955 that there would be no raspberries left by 1985, commercially. People would buy a hundred plants and spread them out on ten acres. One plant would be sick, and they would lose the whole ten acres.

FUNT:

Plants must be started in an environment such as a screen cage, where the vectors, leaf hoppers, and aphids cannot get after them and transmit viruses. But, before that plant is put into that screen house, it must be grafted on to an indicator plant and to determine that the original plant is virus-free. This becomes a very laborious, long-term practice. But, of course, what we are looking forward to in the future then is the multiplication of these virus-free plants, either by other techniques or by tissue culture. If we are going to succeed in bramble production, it will be with virus-free plants.

MAKIELSKI:

I have a black raspberry imported from Canada in 1964, that is still free of virus. We have been able to index it through visual observation. Michigan State took random samples three times and they couldn't find any virus at all. If a plant does get a virus, it automatically turns color to a kind of yellow green. If you yank that plant immediately, you can keep your planting going. We've gone ten years on a commercial planting, eighteen hundred bushes, and are losing perhaps seven bushes a year to virus. But, as I say, you've got to observe them. You just can't put them out and only look at them when you spray or pick them. If you keep a close check, and yank that first plant out of there as soon as it starts to turn color, you can keep your patch free of disease for a long time.

Q. WE ARE JUST STARTING OUT THIS YEAR WITH TWO ACRES OF HERITAGE RASPBERRIES. WITH 60 ACRES OF RASPBERRIES, 30 OF WHICH HERITAGE AND 30 OF BRANDYWINE, DO YOU FIND THAT YOUR CUSTOMERS PREFER ONE OVER THE OTHER?

A. Actually, we've only got 8 acres of the Brandywine--the rest are other summer varieties of the reds. The biggest seller in our area is actually the red. Brandywine is a bit of an education process. But, the main reason we are pushing Brandywine is because they will yield, per acre, about 3500-5000 quarts. With a summer raspberry, you are doing good if you get 2000 quarts to the acre.

Q. WHEN DOES BRANDYWINE MATURE, IN RELATION TO BOYNE?

A. I haven't grown Boyne. But, we start picking Brandywine approximately July 21st, and they will go until about August 10th. Heritage will start producing for us about August 20th and, by putting them under sprinklers, we can usually pick right up until the first week of November.

FUNT:

In the warmer climates, Brandywine will generally ripen from the 6th to the 8th of July. In the Washington D.C. area (that latitude), where you are in 185 to 190 day growing season, they normally will follow the black raspberry--which should be pretty well finished harvested by the Fourth of July. Cumberland and Logan will be well off, and Brandywine will pick right after.

I'm Dan Porter; this is my wife Carol. We are from Fremont, Ohio. We have about six acres of pick-your-own strawberries. We just started two acres of black raspberries (Bristols); I've got a half acre of Brandywine, and we want to try Heritage in future years. We tried pick-your-own tomatoes this year. Up our way, everybody grows tomatoes--but they are all machine harvested now. People picked our tomatoes because they couldn't go out and steal from the hand-harvested fields anymore. The processing tomatoes are all machine harvested now and people can't go out and help themselves as they used to. So, I think pick-your-own tomatoes in our area is going to be a good thing. We must have picked 800 bushels off an acre of tomatoes, at \$3.00 a bushel. We just told them, "There is the field--take them."

I'm Jack Buckley from Lebanon, Ohio. I have a very small, part-time farm with about ten acres of apples, and an acre of grapes. We try to sell everything pick-your-own. We started out growing French hybrid grapes, primarily for wine-makers but I would not encourage any one to grow them for pick-your-own--people don't know what they are.

FUNT:

In southern Maryland, I encouraged grape growers to sell pick-your-own because wholesale prices at the winery were not enabling farmers to make a profit. Unless they get 20¢ a pound, and four tons to the acre, they might as well not consider grape production. Sixty percent of the grapes in southern Maryland were sold pick-your-own, and in the last two years prices were 25¢ and 33¢ a pound--with anywhere from 40 to 200 pounds per buyer. Have you had a like response where you are located?

BUCKLEY:

Well, we do have some people who make their own wine; as a matter of fact, I do myself. But, everybody that came to the farm wanted Concord grapes. French hybrid grapes are hard to grow, and people in our area really don't want them, except the wine-makers. If you were to develop a clientele of those people, it would work out. I haven't done so.

FUNT:

In Maryland, Concord was not grown whatsoever. Seventy-five or eighty percent of all the grapes grown in Maryland were the French hybrids. We didn't have to try to break the Concord market; we just didn't have it. We started out with French hybrid, and away it went.

My name is Don Walz, from Sedalia, Missouri (approximately 75 miles east of Kansas City). Sedalia is a small town of about 32,000; we're restricted as far as people are concerned on pick-your-own, although it is definitely a great thing. We produce mostly apples and peaches, and we also have pears, plums, nectarines, apricots, and some grapes. We have pick-your-own on everything, but we produce more than enough for the amount of people who come out for them in our particular area. Several years ago we had to stop producing strawberries because we ran into the problem of spray driftage--the time the strawberries were to be picked was a crucial time for our peach sprays. I would like to get back into the strawberry business; in our area it is definitely an open field and a big money-maker. But, at the present time, I don't have the land or location. Our public wastes a lot of fruit by knocking it off the trees and not picking it up. I'm sure everybody runs into that. Good fruit ends up on the ground--damaged and trampled on--and not picked up until everything else is gone. We have run into problems with the height and size of our apple trees on pick-your-own and are in the process of trying to get our trees cut down. These trees are mostly semi-dwarf, with a few standard trees. But, even a twelve or fourteen foot tree is way too tall for pick-your-own. Pick-your-own is definitely a growing thing. Like someone mentioned a while ago, it is recreation. If we are going to have it, we must get the trees down to a height where we can handle it. This is my wife, Karen; she is my right hand. She is the one who handles all the retail, and most of our dealings with the public--which includes the school tours. Our turnout, over a year's time, will be 1000 or so students. We don't have a charge, but we do give them plastic bags (which naturally have our name on them). We conduct the tour out in the orchard. Most of them are a bit young for details of raising the fruit, but they do get an education by going out and picking the fruit. Then, we give them a tour through our apple grading process--dumping and washing, waxing, grading, boxing for storage or shipment. I think they get more enjoyment out of the animals around our place (cats and dogs) than they do anything else. We get letters back from the different schools and students, and the livestock is mentioned often. A lot of the students come back with their parents and families, and make remarks about having been there before. The tours are definitely important, as far as our operation is concerned (besides the advertisement), and the children get an education on the new and different varieties that we keep changing constantly.

I'm Bob Fletcher from Columbus, Missouri. We have a roadside market, and this year we're going to plant five acres of strawberries for pick-your-own.

I'm John Gilliland from Cleveland, Tennessee (about 30 miles north of Chattanooga). I've been in the peach business all my life--my grandpa was in it, and my father. We have been in pick-your-own since 1938 with only one white-meated variety, called Belle of Georgia. We start early, the 5th of June, and go all the way through summer (until about the 25th of August) with peaches. But, there is only a ten-day period when Belle of Georgia peaches are ready and that is when we have pick-your-own on 13 acres. I've had my doubts about pick-your-own because, year after year and year after year, you constantly have a turnover of customers. Usually

three or four years is all that a customer will come, then you have a turn-over and then another for three or four years. It is a constant educational process for each customer. Little toddlers in the orchard require a lot of supervision. We transport all of our customers to our trees; we have a parking area approximately a quarter mile from the orchard, and I'm talking of 13 acres of one white meated variety.

FUNT:

I can understand Belle of Georgia, or Georgia Belle, might be one of the easier peaches for pick-your-own, but the average person wouldn't know how to pick a ripe peach. The job is teaching people to pick the ripe peach, and I'm sure some of them get green peaches. What is your procedure for showing or describing how a person can be satisfied and pick a ripe peach?

GILLILAND:

On Belle of Georgia, you may not get much from my session with this little yakking here, but it is a little bit particular. There are some varieties of peaches that are prone to drop--you just barely wiggle the tree and they fall off. Belle of Georgia is one of those varieties. It doesn't attain its attractiveness until the day it is ripe; if you pick it the day before, it is green colored. You must pick it the day it is pink (it doesn't get red) or the next day it is on the ground. So, it is extremely tender. We sell by the bushel; we will accept 55 pounds for a bushel. We sort of jokingly say, "If you go over 55, we will go back to the old 48 pound count." In other words, if we have to weigh their tub, we will charge pound weight (50 pounds per bushel). They don't mean to overpick, they really don't. But my experience with pick-your-own leads me to wonder if it is the best way to sell. We do use a lot of supervisory personnel. For that 13 acres of pick-your-own we use approximately 12 people. We have two on check-out, continuously. We have usually between 100-200 cars sitting in the parking lot at all times for about ten days; the first days we may have 300 and the last few days, 100 cars. If we used our twelve supervisory people to pick, we could just about keep all those peaches picked every day. My daddy sold pick-your-own at the same price as pre-picked. I couldn't understand that until now. We might be ahead if we charged a little more for pick-your-own and get this tour business. We charged \$8 per bushel; there are lots of peaches in the south, mostly trucked in at our season.

FUNT:

We found that same sort of problem in Maryland. In Maryland, pick-your-own peaches just was not a hot item, as compared to strawberries or brambles, mainly because there wasn't that much difference in prices. The other problem was trying to educate the general public in what good, yellow peach they could pick.

My name is Dennis Zandstra from Highland, Indiana. We have a pick-your-own operation, and also wholesale and retail. We farm about 550 acres--

100 acres in soybeans and the rest in vegetables. Our biggest draw is Crowder Peas--I knew that would throw you. I don't have the records in front of me, but I would say our most profitable item per acre this year was tomatoes and dry onions. We had one crop of medium Spanish onions, about two acres. We get 12¢ a pound (that comes to \$6.00 a bag), and we didn't touch them. The dry onion market is a little soft this year; we didn't have to touch most of our early dry onions. We had the late onions, 12¢ a pound straight through, and had a tremendous crop. We wholesaled some and retailed from our farm market, but I would say half of them were pick-your-own. We draw a lot of people from Chicago, many black customers, who love pick-your-own. I'm sold on pick-your-own, by the way. Somebody earlier said \$3.00 a bushel for tomatoes--that is too cheap. We get 12¢ a pound for tomatoes, and if you figure 60 pounds to a bushel--well, you figure it out.

Charlie Mayes, with the Virginia Department of Agriculture; Richmond, Virginia. I'm a marketing specialist in Market Development. Our Virginia fruit growers say they never make any money, but most of them make it a lifetime profession. We do have a lot of new pick-your-own operations and direct marketing in Virginia now, and quite a few of them are on a part-time basis with small acreage.

COMMENT:

I'm the third generation of the Zandstra family on our farm and dad is well heeled but he always had a bad year.

I'm Lois Belzer, Yakima Valley, Washington. We are about twelve miles from the city of Yakima, population of about 50,000; we have maybe 100,000 people in the whole valley. Eighty percent of our customers are from the other side of the Cascade Mountains, traveling approximately 180 miles each way. We have been hit somewhat by the gasoline crunch; we were hit bad when the rationing was used several years ago. Our customers now get several families, friends, or neighbors together, and one couple with a pickup comes and buys cherries, apricots etc. for several families. The couple who comes leaves their kids with someone else; they come over for the weekend to have a little time alone and pick up the fruit. That has really worked out well for all of us. We also have a non-profit organization in our county which produces a roadside marketing map. We started three years ago, with help from the state of Washington, and now have 40 growers on our map. We charge \$50 per grower to be included, and we distribute around 170,000 maps. It has taken a couple of years to get going and there are still some kinks to be worked out, but it really has been a cheap way to advertise and it has really helped our farm business. Each farmer's listing includes directions to get to his farm, the products that he grows, whether they are U-pick or already boxed, the approximate dates of harvest, his address and phone number. We do, literally, have a map showing where he is located. By the way, our crops are tree fruits only--everything except nectarines. Our biggest cash crops are pears and apples. We U-pick only cherries, mostly because it is the only crop they could save much money on. We got started in 1973 because we had cherries of minimal size when it was time for harvest. The warehouse didn't want them. We let them hang and ripen until they tasted good; they grew, and the people came over

practically in droves for them. Now we pick our cherries early for our commercial harvest, pack them ourselves and wholesale them, and let the rest of the crop hang for our U-pick. We really discourage people from U-picking cherries until they are black ripe. We do sell mahogany-colored cherries because they twist our arms, but nobody around us is really pushing a tree-ripened cherry, so that gives us an edge. A lot of growers are selling what they cannot pack--small, or overripe, or that kind of thing. With apricots and peaches, we do sell more than one grade--but they can have absolutely perfect stuff or they can have "ripes". We discovered last year that if we call fruit "overripes" (ready to go in the jar today) people won't even look at it. If you call them "ripes", that is what they bought. I am learning about terminology. Rain is a problem during harvest but we have yet to lose a crop because of rain. Mesuroil is cleared for use on cherries and it is fantastic. We lose 1-2 percent where we were losing 10-15 percent before.

We have about 25 acres of apples; however, the demand is not there (or we have not cultivated a demand) for apples picked or U-pick. We go to the warehouse with those.

I'm Howard Rice from Loveland, Ohio; 20 miles east of Cincinnati. I'm here strictly to learn--I'm just getting started. Last year I planted my first sizeable crop of strawberries. I only have twelve acres, and it is mostly hillside, so I'm planting strawberries along the riverside, raspberries on the tops, and Christmas trees on the sides.

My name is Scott Eckelbarger; my family is just starting in the roadside business. We are buying from other places, bringing it in and selling it.

My name is John Schellinger, from Hartford, Wisconsin--approximately 35 miles northwest of Milwaukee. My two biggest pick-your-own crops are tomatoes and sweet corn. However, I have 20 acres of young trees and six acres of direct seeded asparagus, so if those other two stay my number one, I'm doing something wrong!

My name is Ron Stephenson from Kansas City, Missouri. We have approximately 110 acres of apples, 100 acres of peaches, 22 acres of strawberries, 7 acres of plums. We do pick-your-own, retail market, and also some wholesale on apples. As far as percentage, strawberries return the best; as far as volume, apples are the best. We had about 35,000 bushels of pick-your-own this last season. We hire twelve to fifteen full time personnel during the off-season, and up to 80 during season.

My name is Jackie Wilhelm. I live in Tualatin, Oregon, which is about 15 miles south of Portland, Oregon, a city of about 300,000 people. We started out in strawberries, and I think that is our best return crop. But, we have crops to pick from June until the first of November. The most fun crop is pumpkins; we run about five acres of pumpkins. We have school tours and charge the children 35¢ to pick a pumpkin the size of their head. That is always a lot of fun. Then, of course, they come back with dad and mom and pick their pumpkin for Halloween. We price our pumpkins by the pound,

about the same as the store. We don't price below the supermarket because we feel we are offering them some recreation as well. It is a big family outing and we love to have the families come. In the valley we have U-pick or U-cut Christmas trees--another family outing thing. We are just starting on the west coast with on-the-farm direct marketing work and U-pick runs hand in hand with it.

Another thing, our extension agent went to the local newspaper and told them it would be a public service for housewives if they would print a list of all the on-the-farm stands in the area with addresses, phone numbers, products sold and a map showing the location of each. The newspaper did this in June and it was help in getting housewives acquainted and it helped the market operators. We hope to learn from you folks here. In Seattle, we are going to have a three-day West Coast Roadside Marketing Convention, February 26, 27, and 28. It is going to be the west coast version of the Ohio Roadside Marketing Conference.

My name is Ethel Sullivan, and this is my husband, Doug. We run Circle S. Farm Market in Grove City, Ohio. We raise sweet corn and strawberries. Last year we ran a 30 seconds television commercial, "Yellow and white sweet corn, in season, gets picked several times daily at Circle S. Farm Market. Pick-your-own greens and beans, plus much more, when the season is right." As our phone number flashed on the screen, it continued, "Always call ahead. The market information number is 878-7980. You'll drool over home-baked goods, made fresh daily. Amish cheeses, old trail bologna, eggs, and honey." "Come to the full-service farm market, Circle S, and treat yourself to unlimited quantities of full fresh corn. Guaranteed to please." They made fun of me saying "Garnteed to please" instead of "Guaranteed to please". But everybody said it sounded authentic and we left the hillbilly pronunciation in it. We had to go over and over this at the studio to get it down to 30 seconds. The cost of the commercial was around \$2000. It was \$60 each time it ran. At the phone number given in the ad we had a recorded message that has really worked for us. The recording tells them what hours we are picking, what varieties we are picking, the price, and that we furnish the containers. If it is muddy that day, we tell them to wear boots. We would put on the recording that we were shutting down the field if we had all the berries picked that day. In that case only 10 or 15 would come out.

DOUG SULLIVAN:

I'm not for promoting sweet corn--everybody has sweet corn. We are going to use that TV commercial hard this spring promoting stawberries, asparagus and peas. The interest that it stirred up was unbelievable. Our U-pick recorder rang off the wall for an hour after each commercial. It generated just about as much money as it cost, or maybe a little more! We are 15 miles from Columbus and had a bridge out for half the summer and both those problems are hard for a new market to overcome. For familiarity and building a business, you can't beat it, but to make a large amount of money by advertising, this method (except during strawberry season) is give and take. You won't lose money by doing it, and you will build a lot of interest. We are going to do it again, there is no doubt about it, because it is cheaper than newspaper advertising.

My name is Jeff Thompson. I'm here with my parents and my brother. We have a farm located approximately 30 miles south of Milwaukee, 60 miles north of Chicago. I have some slides to show some things we did last year. We tried a Banner pulled mostly down towards Chicago because that is where most of our customers come from. It was expensive, about \$200 for an afternoon and we are not sure we'll do it again. (The slides showed some special equipment and innovations developed at the Thompson strawberry farm). We tried a sprayer last year called the Weed Wiper; it sprays a solution of Round-up onto a carpet which turns on the back. As you drive, this creates a foam which is rubbed off onto the weeds; you keep it above the berries. This was a very poor year for trying it however, because we had some of the cleanest fields we've ever had and didn't really use it until August. We hoped to go in right after harvest mostly to get the thistles.

Q. HAS ANYONE USED LASSO ON THEIR STRAWBERRIES? IT IS NOT CLEARED FOR STRAWBERRIES, BUT I KNOW THAT IT WILL WORK BECAUSE I'VE TALKED TO CHEMICAL MEN. A FELLOW HERE SAID DUAL WORKS BETTER. ANYBODY HAD EXPERIENCE WITH THAT?

FUNT:

What stage of fruiting was the field in? Was it a newly planted field? I'm concerned, particularly if you are destroying or reducing runner formation, rooting of runners, and this sort of thing.

A. Well, we put out an acre and a half last year, and we had rain almost every day. I used Dacthal originally, and got a good damping when we first put it out. I couldn't find Tenoran anywhere; they quit making it, I guess. Norex is the other one. None of them did any good that I could see.

FUNT:

While we are on the subject of herbicides, has anyone here had experience with Devrinol?

COMMENT:

Our farm is on old pasture. Even if it's been planted in oats or wheat, when we plant strawberries in it, we had terrible problems. We have won the weed award of the year for our county, several years in a row. We've used both Lasso and Devrinol. We tried Devrinol mixed with Simazine on an old field last fall; six pounds Devrinol to one and one-quarter Simazine. We had to be sure that it was watered in within two days after spraying, if we didn't get a rain; it was really better if we could put it on with the rain. We also used some Kurb. Devrinol is not good for tomatoes, however, because it has no effect on tomatoes or on weeds of the tomato family.

FUNT:

For an update on Tenoran--Agway is becoming a distributor here on the east side of the Mississippi. They will distribute in Ohio to Landmark and others; there has been more product made. Tenoran will be available, of course, at a higher price--suggested at \$5.95 a pound, retail. They anticipate continuing Tenoran for at least two or three more years. The demand is there, because of the increased acreage in strawberries and other crops that it can be used on.

COMMENT:

We tried something a little different in herbicide application. We didn't find Tenoran all that fantastic. You've really got to be good to make it work. So, we tried using row covers--little plastic cups that we put over the plants after we set them and they became established. We used Roundup right on top of the plants. You've got to be very careful; pick a day when there is absolutely no drift. We moved the row covers from row to row as we went through the field. It just annihilated the little weeds that got up well over the Tenoran height. With Tenoran, you've got to get them pretty low--even thistles. We did it as an experiment on one acre and we finished up doing it on about 6. We got some good results; we didn't hoe this year. For the first time, we got some no-hoe strawberries.

FUNT:

I was invited to look at a strawberry field in northeast Ohio. Apparently, they tried similar types of things that you had, and had gone in about three or four weeks after planting. It was a new field, on raised beds, and, they had applied Sinbar, then didn't feel that they got enough action so they went in with Round up. The plants were yellowing pretty badly two weeks later when I got there. There was no question in my mind that it was Sinbar damage. They had applied Sinbar when the plant was actively growing.

COMMENT:

We saw some Round up damage, runners that were just nipped a little bit. We were very careful, because we did this by hand, that if any leaf got any on it, we tore the leaf off. It is the kind of thing you couldn't do in a big way, but we are planning to do it this year on more acres. We are trying to figure out how we can do it without all that hand labor. We did this with a hand sprayer, in a three-gallon dispenser, two-thirds of a cup of Round up in three gallons of water.

Raymond Kurtz from Salem, Ohio. We raise about 16 acres of strawberries, and about 20 acres of vegetables of all kinds except sweet corn. Our best money makers were strawberries and peppers. We sold peppers pick-your-own for \$9 a bushel this year. They seem to go real good if you have a nice, big, green pepper. This year in our strawberry business we changed over to four-quart wooden baskets. I got the idea from this meeting here last year, and we really like it. We let people who had quart baskets from last year

use those, and charged them for the wooden baskets. It sure saved a lot on the check-out. We didn't have nearly the hassles we'd had with overfilling. It really made the strawberry business a lot easier. We also had another problem. We found out we'd better have insurance on portable toilets--we always have portable toilets in the field. This year, the night before the Fourth of July, one turned up missing. It is still missing! Those things cost about \$400. The company doesn't have them insured, and when they are on our property, we are responsible for them. We have to pay for the toilet if it doesn't come back. So, if anyone sees Jobtime John #313 around, let us know!

I'm Dave Wendzel from Augusta, Michigan--between Kalamazoo and Battle Creek. We put in some Heritage raspberries last year. We made up our mind we were going to put them in a short period of time and we had a lot of quackgrass and we put Eradicade in the fall instead of the spring. As a result we had quite a bit of weed come up in our Heritage, so we cut off PVC pipe, put black plastic over the top (secured with rubber bands), and covered each plant. Then we went up and down all the rows with a knapsack sprayer; it worked very well. Killed all the foliage, all the way down, and we had season-long control that way, more or less. A few plants showed Round up damage on just the tips, but the Heritage quickly grew out of that. We had a very nice crop in the fall. We also grew about 12 acres of strawberries, and 3 acres of vegetables last year--we are going to 15 acres this year. I do have a question--how do U-pickers cut cauliflower, cabbage, etc. Do you give them knives to take to the fields.

KURTL:

We cut our cauliflower, cabbage, and eggplant ourselves and bring it into the building; almost everything else is pick-your-own at our place. We would rather not have people cutting their own.

My name is Bill Bristol, and I'm from Almont, Michigan. I have a farm there that is a home farm; I have another farm 60 miles away, up along Lake Huron. I bought that one for my wife, Carolyn, she runs that one. It is strictly pick-your-own apples. We do grow peaches (Red Havens, mostly) and at peach time we bring them home--people there don't like it because they don't have a chance to buy them. There were two acres up there, and I planted 16 more, so with the new orchards we may sell up there. It is easier to take my crew up there, harvest them, and bring them home. We sold all our peaches for \$8.50-\$9.50 a half bushel. In the fall of the year, I go up on weekends and help my wife (who is there all during the week). On the home farm, we've got a little over a hundred acres of apples; we've gone into pick-your-own on the dwarf trees. Our bigger trees are picked by Mexicans. I've got controlled atmosphere storage, as well as regular storage. We have a small salesroom; if we aren't there ourselves, I hire someone to keep the salesroom open at least ten months out of the year. It just about pays for the girl working there. We have a few strawberries, mainly, as a means for giving people literature on our apples. We buy a few peaches, if we have to, and tell them they are all home-grown (even if it is 200 miles from home).

CAROLYN BRISTOL:

On Wednesdays, during pick-your-own season, we run a flea market along with the orchard. That brings in a lot of ladies who ordinarily wouldn't come, and breaks the week up. Our orchard in Lexington is probably the poorest orchard set-up in the world for pick-your-own. But, it has built up a reputation over the years, and when we bought the farm, we continued it. We have all standard-sized trees; every sixth tree is a Jonathan, and some rows are mixed up with three or four varieties in a row. Our biggest problem is getting people to the right spot. I am thoroughly convinced that people will come to any apple orchard to pick, if you make them welcome and make the price right--it is purely recreation.

FUNT:

Do you think, with pick-your-own inviting so many people, that you might be exposing your operation to more vandalism, stealing of toilets, that sort of thing? You are letting more people know exactly where you are and what you're doing.

CAROLYN BRISTOL:

We think we are leaving ourselves wide-open at home, because we have a large car collection that we also let the people see. But, it has brought a lot of people in. I just close my eyes to a lot of things that the public does. The person who welcomes them to the orchard certainly shouldn't follow them to see what they are doing--that could give you a nervous breakdown! But, I would say that the damage they do is nothing compared to the cost of Workmen's Comp., Social Security payments, Unemployment, etc.

My name is Tom Goodwin; I'm from Trenton, Ontario. We are in the apple business, and that is all--pick-your-own and roadside stand. Our roadside stand is ten or twelve miles from the farm. We run it on the honor system which, surprisingly, has proven very good for us.

I'm Paul Cuates from Brighton, Ontario--just about a hundred miles east of Toronto. We don't have pick-your-own; we have a roadside market. I grow a few apples, and I do custom orchard pruning.

Al Bussell, Bakersfield, California. We grow primarily peaches, plums, nectarines, and some sweet corn. We market the fruit, picked and packed, at the shed; we also operate a pick-your-own and transport the people to the field. We sell the sweet corn at the farm already picked; we don't let people go out in the corn field. Our biggest problem has been lawsuits--somebody gets an injury (usually older people would fall from the ladders), you patch them up, and about six months later they've got a Los Angeles lawyer and want to take us to court. Since we've had those problems, we now have our college student drivers read the people a prepared statement. We advise them that we are not responsible while they are on the farm. If they want to buy fruit, they do so at their own risk. We also have about five decals on each ladder which outline what they are supposed and not supposed to do. Some of the decals have fifteen items on them. Since we decorated

our ladders this way, and since we read them the statement, we haven't been confronted with any lawsuits. Most of the lawsuits have been by people who live in the Metropolitan Los Angeles area. Usually these were older people who fell from a ladder. Our insurance carrier has paid them off, I feel too easily. We market peaches for a hundred days. We start about the Fourth of July (we don't have any of the real early varieties) and we continue until the first of October.

I'm Gordy Bourgin; we've got Orchard Ridge in Logan, Ohio. We are about 25 or 30 miles south of Lancaster, which is becoming part of the Columbus megalopolis. We are finding two things happening with the gasoline crunch. First, they are coming two couples to a car; you'll sell to both because they came together. We also found that when gas was tight early in the summer, we did more business during the week than we did on the weekends because people were going someplace (to work, usually) and stopped on their way. We are just getting into pick-your-own, particularly with peaches and raspberries. I think we will probably end up with Georgia Bell, Hale Haven, and a lot of Red Haven on pick-your-own.

I'm Lyle Kidd from Connersville, Indiana. We are here on an informational basis. We are just setting up our orchard, with future hopes of retiring. I thought it would be a lot easier to learn from you people, who have already tried it, than to first try it ourselves. I appreciate everything we are learning.

Good afternoon. My name is Dick Kammerer, and I'm similar to this gentleman. I'm an industrial engineer working for Wright Patterson Air Force Base. My desire is to get into the fruit growing business. I have a few acres I wish to enlarge upon, and I'm here to find out if I really want to do this before jumping into the skillet.

I'm Charles Thompson from Bristol, Wisconsin, and this is my wife Marilyn. We get a magazine called The Grower, that is published in England. In it they report that the strawberry growers in Scotland reported they had no ill effect of gasoline prices on pick-your-own sales.

MARILYN THOMPSON:

I'd like to tell about our supply trade (that Jeffrey had shown on the screen). That was a furniture van, very much like the vans that the Coca-Cola people use. It has seven doors--three overhead doors on either side and then one at the rear. We can load 6,000 four-quart baskets in there; we have gone to selling (in volume) by the four-quart basket. This was our third year with that, and it really has facilitated the check-out. It is a substantially constructed basket, and on the side is printed, "Reuse this basket and receive credit." Last year we had a tremendous return on the baskets, better than a third of the baskets that were checked out. We have a hundred acres of pick-your-own strawberries--that is our only crop. We sold the four-quart baskets for \$3.00. The warp-coated cardboard baskets cost us about 20¢, and we assemble them. This works out quite well for us because we are able to employ local university students about the middle of May, and they work right through the harvest. We don't charge for the baskets, we provide the baskets. We give customers credit when they reuse the baskets. We stamp the handle so we'll know it was last year's basket.

The weak link in our chain is advertising--placing our advertising at the moment we need it, not when a particular time is available on the radio stations. Of course, you don't have to use advertising if the weather conditions are right and the customers are coming out. But, in Chicago you have to have five days lead time to get a display ad in the newspaper. You feel rather badly about forking over \$100 to the radio station or newspapers. One thing we learned from experience, over the course of the years. We had started with strawberries, back in 1951, when our hired pickers walked off the field because the temperature was 90 degrees in the morning. We had three acres of berries to be picked to go to market. We made the decision at that time to turn to pick-your-own. We hadn't developed fast enough for the number of people, and had the very unpleasant experience of not having enough strawberries. Now, to not repeat this situation, we have 100 acres and it takes a heck of a lot of people to go through when the weather gets hot.

My name is Bill Fulton; our farm is about 20 miles north of here near Troy, Ohio. We have gone through the process of changing from quart baskets to pounds. We'd had trouble with over-filling. So, we went to the pound. But, as our business expanded, we were having trouble checking out. Three years ago we had a big crop and started the 20th of May with no help because the school kids weren't available yet. We had people jammed up for 45 minutes to an hour trying to get through the check-out, weighing. We rapidly decided we had to do something else. We went back to the four-quart basket Marilyn just described. We do have to assemble them and put the handle in them and this costs. We have found it is very hard to overfill. We have more of a problem with people underfilling. We've made an effort to make a correction of 25¢ for underfilling and tell them that next time they can put a few more berries in. At first we thought we had to keep the handle down low to discourage overfilling but we keep raising the handle. They are hard to overflow. I would like to mention about Strawberry Festivals. We've been very fortunate. About four years ago, our community of Troy (which is about 25,000 people) decided to get into a Strawberry Festival business, really without too much knowledge. They asked us if we had any objections; we answered, "No." We were a bit leary of it, but the man in charge did a fantastic job. It is now a three-day festival, and they get 65,000 or 75,000 people. They used three tons of strawberries, just in strawberry shortcake and strawberry drinks, etc., during the days of the festival. They had 2000 workers helping in the festival. This year they are adding a parade; it has become a community project. They were looking for a project where all the service clubs and different organizations in the community could come together, and it happened to be with strawberries. The first year they came to ask me what date it should be held. I had to pick the right date (for advertising), and I said the first or second weekend in June. Well, the first year they had it was the year we started picking the 20th of May. They had the Strawberry Festival about the 10th of June, and we were out of berries. We sent one of our trucks to Michigan and got a load, so they would have berries. The next year was the latest year we've ever started picking strawberries; The Festival was the 11th of June and we started picking on the 10th. It was good we had a few of the Early Glow variety, so there was something to pick. The problem was, nothing they advertised at the Festival either one of those years tied in with us--people came out and we didn't have the berries. This year it hit just

right--the Strawberry Festival came right in the middle of the season. We ran a lot of promotion, newspaper advertisement, so it worked real well. We are quite proud of the Festival, and we are big supporters of it now.

I'm a little concerned about the discussion on herbicides. We are very fortunate. In the last year we have had Sinbar and Deverol, both cleared for strawberries, and they are excellent materials. A lot of people were using Sinbar for years, illegally; they can use it legally now. I heard, some herbicides that are not legal, that people are using; I think we are asking for trouble. We've got some good material--we didn't have them in the past--why use materials that are not legal when we've got good ones to use? If you are using it, don't go around publicly talking about it. If you have a field of strawberries, and get any adverse publicity about it, you can have a lot of strawberries go to waste out in your field because somebody will close you down.

FUNT:

I think you made a real point, Bill, about pesticides. One of the priority projects of EPA this year is enforcement. We do need to be sure that what we are using is cleared, and legal, for use on the crops.

FULTON:

One other comment--we were concerned about energy in 1972 when this uproar started. It didn't seem to hurt us at all. The theory was that, if people could get enough gas to fill their tank, get to your place and back, they would come out. Gas has doubled, or tripled, since then, and I know it is going to affect business. Now we are adding a lot of other crops to our pick-your-own. We've expanded our farm market and added crops there. We want people to have more things to do when they come out. It is going to cost them four or five dollars just to come to our place from Dayton, so we are adding a lot of crops. I've got one son who is even looking at Christmas trees. Eventually, we must have other crops during strawberry season. Ten years ago, pick-your-own strawberries was a wide-open field; it is getting closed in some areas right now. There are parts of Indiana, Illinois, and even in Ohio with a surplus of strawberries on pick-your-own, and there is going to be pretty stiff competition. Every industry goes through this. Eventually, it sorts out the good growers from the people who are not doing a good job. We feel that we need other crops to bring people out and add to the time they are in the strawberries. Still, I look at our dollar volume, and 90% of our pick-your-own sales is still strawberries. It is a slow process to develop volume in these other crops. We have 100 acres of strawberries. We were forced out of an apple and cherry operation about ten years ago, and decided to continue with strawberries. We looked for a long, narrow farm where we could continue with strawberries. Our fields are approximately 4,000 feet long, and we've laid out six 50 acre fields on the farm, 11 or 12 acres between each of two fields for parking. We've had these fields completely filled with cars at one time or another during the season. Normally, the picking moves along so people don't have too far to walk. Instead of trying to continually to pick up as we go, when the walk gets to be too far, we just move to a new starting point. Then we

go back and fill in afterwards. We have to have very good control of the parking. We have an entrance and an exit; we have good traffic flow. We oil and gravel the roads before season, from experience. We can handle them after a heavy rain.

I'm Gene Gleeson from Albany, Indiana, which is near Muncie. This is my wife, Darlene. Last year we put out an acre and a half of strawberries; three days after we got them out, I had a heart attack (I'm 45 years old; one of the 3% who made it I guess). We plan on putting out another three and one half acres this year, to make a total of 5, and see how it goes from there. We also have tomatoes and sweet corn. We have picked them ourselves in the past, but we are going to U-pick this year and are adding peas. We tried several rows last year but this year we will charge for them.

FUNT:

It is now 5:05 a.m., or a little bit after. I'd like to continue, but certainly you can see that we aren't going to be able to finish. Thank you for coming.

GET ACQUAINTED SESSION

SEASONAL MARKET OPERATORS

Chairman: Bill Brooks
Department of Horticulture
Ohio State University

My name is Gene Wilhelm, and our farm is Wilhelm Farms. I'm from Stafford, Oregon, which is in the Tualatin Valley; we service people from the Portland area. Outside of the rainbow that is the only thing we have of significance; we haven't come up with a kooky name - I would like to, but my wife doesn't. I had some material I was going to bring, but we had an ice storm, and I didn't find my county agent. He is probably frozen in somewhere. We had sheep and cattle and strawberries. One year we couldn't sell the strawberries because the cannery didn't want them. We were in a spot; the agent from the cannery was over to see us and he said, "Why don't you put up a U-pick sign?" That was the beginning of it. From strawberries we went to raspberries, and marion berries and then to row crops. We also sell lamb and beef but we don't raise all of it. We are close enough to Portland to have a very good clientele and a good trade. Our biggest problem is setting up signs so that people can find our farm because we are not on the main road. I have a problem with vandalism with the signs. I have found that a sign can't be any smaller than 2 feet by 4 feet and still bring people in. The other thing that I think is important is that our farm is a real farm. People drive a quarter of a mile to get into it. We find that people like to wander through the farm. We have set it up so they can go through the barns and the buildings, down to the pastures, by the lake. If we have time we even let them take tours, which is good public relations and brings people back to us. We have pumpkins in the fall and we deal directly with the schools. They bring buses out. Believe it or not, the mothers who come with the bus come back next summer and buy from the stand.

I'm Mary Roemer from Hamilton, Ohio. We have Stony Run Market which is a fairly small operation. One of our big successes this year was our big Fall Harvest Festival. We let people set up flea market stands and charged them a small fee to cover the advertising; we advertised it a lot. We had cooked soup beans in a big iron kettle. We also had our Belgian horses which we use to pull the carts in the sweet corn season and we let people take rides in the cart. We had some really good bake sales. It was very, very successful. A lot of people came back; we moved a lot of pumpkins and a lot of Indian corn. People knew where they could come next year for a lot of our things so we were real pleased with that.

I'm Paul Foster. My wife manages the Oden Valley Market, which we own. It is a half mile south of Coshocton, Ohio. I spent 20 years with Production Credit, but the last few years I've been on retirement so I've been growing cantaloupe and green beans. I have been in the peach business for years, but I don't know if you call it a business anymore. My last orchard of five acres I set in 1972 and I have not had a crop yet. I don't know whether to call the pruners and ask them in to come and work for me or to call the bulldozer and push it out. I brought some slides to acquaint you with what we do. Our building is not anything to get excited about. It is nothing more than an aluminum barn about 28 x 34 with a couple of sheds and a cooler on the back. It opens up to the road in front. We built that in 1964; we intended to grade and sell peaches out of this building, but we soon found out that we couldn't do that. People were asking, "Where is your sweet corn? Where are the melons?" Within three or four weeks we were not only marketing our peaches but we were taking on other things. This picture was taken this past fall; there is not much stock because we are about ready to close. I included this picture to show you the most valuable asset we have - a huge oak tree. It may be the largest oak in the state of Ohio. It shades our market totally for almost the entire day. Around 4:00 in the evening we get a little sun on the back shed. When the parking lot is jammed full and people have to drive past and come back, we think that is pretty good. When it is not that way, we get on the radio and in the Tribune and do some advertising to make it happen. We have a reefer type refrigerator, actually a semi-trailer with its own refrigeration unit. It is incorporated into the building with the shed that goes out over it and sets on a concrete slab. The concrete floor continues from the shed to the market right straight into the cooler and you can take your freight cart and go right into the cooler. It makes it very easy to get produce in and out. I bought that for \$2,000; I spent another \$1,000 in getting it situated the way I wanted it. We had to put in a single phase motor which cost \$600. It is something you might want to think about if you are mechanically inclined; it might save you some money. They are 8 x 40 with plenty of height. This is the product that built our reputation and market, a Red Haven tree-ripened peach. I wish I could raise them today. They don't look the same when we haul them from South Carolina or Virginia although we still sell a lot of peaches. The cantaloupe we get from Southern Indiana. This is the lady who makes it all happen, my wife who has managed the market since it was built. We picked up the idea last winter of lining containers with polyethylene bags, then when you sell one, you just pull the polyethylene bag out and your fruit or whatever are already bagged up, ready to go. We bought these baskets in South Carolina for 50¢ apiece. We priced the peaches and then we let the baskets go at our cost, which is 50¢. We weren't making any money on the basket, but at least we were getting our container free of charge. People have the option of taking it or leaving it. It also adds a little color to your shelves. We are getting ready to store machinery at the end of another season. The irrigation pipe is one of the very necessary things in growing sweet corn, cantaloupe, green beans, cucumbers and things of that type. Our big products today are sweet corn and cantaloupe. We find that there is a demand for sweet corn, and you can command a good price for it. Last year we sold corn for \$1.35 a dozen, and for our area we were the highest of anybody around. In town the supermarkets were selling it for about \$1.15. Our market sold more

sweet corn than all the other outlets in the county put together because people want quality. We have some of the best river bottom ground in the state of Ohio; I have to rent it; I don't own any of it and I raise some pretty good sweet corn. I've had good luck with cantaloupe too, although early in the season we wore the legs off the old truck hauling from southern Indiana. We use the same truck for hauling peaches from South Carolina and tomatoes from North Carolina. As the season progresses we can get our items closer to home. That is pretty much the story on it; as you can see my wife and I are both getting older. Maybe I should have married a younger woman so she could keep on going, but we decided it was too much work and so we decided to get out of it. We sold the market last fall. I came to the conclusion one morning about 3:00 while driving home that it was no longer fun. We sold to a neighbor, the Cox family. We are going to help them get started next year; I intend to give him the benefit of the information I have picked up in the last three years. We expect to have a good transistion.

Q. WHAT IS THE POPULATION OF THE NEAREST CITY?

A. Cochocton has about 14,000 but the combined population of the city and county is about 32,000. It is not a heavily populated area. Our cutomers come both from the city and on Route 16 which is heavily traveled, especially on weekends. Our big days are Friday, Saturday, and Sunday. One of the reasons for our success is that our competition is practically nil. There were three of us when we started and one closed because of ill health, another because of financial problems and we are left. Our biggest competitor today is a supermarket in the city that does a good job on the same products that we do.

Q. HOW LONG A DISTANCE DO PEOPLE HAVE TO DRIVE FROM THE TOWN?

A. The farthest would be about a mile and a half or two miles. In our advertising we say we are a half mile south of the city on 16 and that is from the edge of the corporation limit. They have to drive an average of about a mile one way. We draw a lot of traffic from Newark which is about 35 miles, Cambridge which is about 30, and we have regular customers from Columbus, and at least one regular from Akron which is about 90 miles. The people know our market very well and when they come from that far away, they load up pretty good. sometimes \$30 to \$40 worth. I suspect some are buying for themselves and neighbors. Ours is a reputation market; about 95 percent of our people are repeat customers .

Q. HOW MANY DIFFERENT PLANTINGS OR MATURITIES DO YOU USE ON SWEET CORN?

A. Not enough because I don't have enough ground. I start planting corn about the 15th or 20th of April, and I make two planting of Sundance. Last year I had pretty good success with a planting of Quick Silver, the new Harris white corn. The first of May I start with the full complement of varieties of 80-day corn - Goldcup and Silver Queen and Gold Queen. Silver Queen and Gold Queen are my chief varieties after you can plant them. I try to plant them about every six days.

The rule of thumb is that when one variety is peeping through the ground, go out and plant again. Last year I planted every Wednesday for about four weeks after the first of May, then we had two weeks of rain and I didn't get to plant. I didn't have enough ground, but I should have gone back in with an 80-day corn to pick up that gap because we were out of corn for five or six days. In our area you should keep planting your long season corn, Silver Queen and Gold Queen, until the middle of June. Late corn never yields with corn that is planted in the right time. The perfect time to plant corn is the tenth of May, but you can't do that with sweet corn. If you need "X" number of ears of corn, and you are going to plant as late as mid-June, plant 50 percent to 75 percent more ground to have that number of ears you would get for the earlier planting.

Q. HOW DO YOU FIGURE THE YIELD, WHAT IS THE NUMBER OF EARS PER ACRE YOU USE FOR YIELD?

A. It depends on the variety. I have gotten as high of 1400 for Sundance and Goldcup, but with Silver Queen and Gold Queen. I expect I get a thousand. It drops down.

I'm Dorothy Kammerer; we have five acres and only fifty apple trees and my husband has big plans. He is looking at more land and I'm just taking this all in. We are located in Xenia, Ohio.

I'm Ron Whitehead from Richmond, Virginia. I'm a marketing specialist for the Virginia State Department of Agriculture.

I'm Agatha Jarosz from Pine Island, New York. We are relatively new to this; we just finished our third season. We are located about 60 miles northwest of Manhattan in a very very small town that is the Onion Capital of the World. That is our name in produce, but we sell a little bit of everything.

My name is Gene Eckelbarger; I'm from Fort Wayne, Indiana. My dad just got into the business, he and a friend own some land and they started a stand. A guy who owns 300 acres in Michigan grows peaches and wants to get me to manage it, so I'm here to learn.

I'm Gerald Yarnell and this is my wife Barbara of Yarnell's Vegetables, just about a mile north of Westerville, Ohio. We have about 40 acres of sweet corn and twelve acres of small crops, it is a seasonal market. We sell what we raise; we don't buy anything. Sweet corn is our main crop, and we keep a complete line of other vegetables on a smaller scale, and some melons. They were a disaster this year; we had rain every day so it was a loss. We grow tomatoes and pumpkins on a little bigger scale. I have some slides on just one phase program, our pumpkin tours. Our daughter has taken over the pumpkin business the last two years, to raise enough money to get through Ohio State in Horticulture. This shows our sign which is a piece of removable plywood on a frame. We change it from time to time. Right now it says "Yarnell's" for our tours; in the summertime it has a picture of an ear of corn which says, "Yarnell's Vegetables." This is the barnyard where the children meet and get on the wagons. We have steps here

for the children to get on, since we try to gear the tours for those under ten years of age. We raise the small pumpkins for these little kids so they can pick them up and put them in a bag. If the children are older they don't seem to have the fun that the little first and second graders do. **This is** a shed we bought from Sears and we put a frame on an old mud sled we used to use for horses, and put this shed on it and pull it around for different uses. When we are selling plants, we pull it up and put our cash register and stuff by our plant sales area. In the summertime we can pull it around to different areas where sales or other activities are taking place. The last two years we have offered four things to the children. They get to pick an ear of Indian corn, an ear of popcorn, a gourd, and a small pumpkin. We take them around to different sections in our garden so they can pick each one. Last year, when we started with this corn, I decided to be real smart and have a system. I would let them pick two rows, and then I would mow down two rows and it would be real easy for them to pick the next two rows. The plan was wonderful, but the first group came out and they went clear to the other end of the patch. They get more kick out of just going in through that corn field so we let them do it. We have gourds that we bring over to the house afterwards because sometimes some of them forget and won't have a gourd in their sack. We used to furnish sacks, but this year we told the kid's teachers to have the names on their sacks when they come to save confusion. My wife or daughter explain what you can do with pumpkins and some other things. When the tours come we try to schedule them on the hour, but it doesn't always work out. Sometimes we will get 150 kids and we don't have enough wagons. This splits it up enough that usually we give a lecture before or after the tour. Some of the four year old kids don't understand anything, but in a day or two the parents come back and start asking us questions. We had over 3,000 kids this fall in a month's time, and we turned away at least 1,000.

Q. WHAT DO YOU CHARGE FOR THE TOUR?

A. Seventy-five cents per child, and they get the wagon ride plus the four things to take home with them. I think they would pay as much as a dollar. We have raised it a quarter each year, but I think we will have to stay at 75¢. We run a tight schedule because a lot of them are pre-schools between 9:00 and 11:30, and again from 1:30 to 2:30. That is a lot of children to handle. We are going to cut out the boy scouts and girl scouts; that is too much in one day. We were running five wagons.

Q. WHAT ABOUT YOUR INSURANCE?

A. We just hope, and we carry liability insurance. The fodder got dry and I know two who had to have stitches from cuts even after they had been warned how to pick it.

We are Daryl and Carol Kleck from Delta, Ohio, in the northwest section of the state. We operate a roadside market on Airport Highway, 20 miles west of Toledo. The main produce that we sell is sweet corn, cantaloupes, tomatoes and cucumbers. All of this we produce ourselves. We just started this stand last year and we have a lot to learn. We put in

a lot of hours. Once in awhile we remind each other it is fun, especially when the work goes from early morning to 10:30 or so at night.

We also buy peaches, apples, and other things as they come in season, and retail them. Our market is three miles away from home so we transport our produce up to the market where there is a better outlet. My wife is in charge of the market and I keep the field work going.

I'm Howard Adae and this is my wife Alice; we are from Midland, Ohio, 50 miles southeast of here. We have apples as a principal crop. We also have pick-your-own strawberries. We finished our 30th year this year so we are not very new at it, but we are sure trying to learn because there are so many new ideas that come along all the time.

I'm Mildred Bihl from Wheelersburg, Ohio. We have a seasonal market; I start early in spring with bedding plants, we have 29 acres of strawberries and then we go into sweet corn. We have a pre-packing plant for fresh produce and leafy green vegetables where we pack in consumer size units and sell and deliver daily to grocery stores. When our sweet corn is gone, we close our market because people are getting our other products at the grocery store and will not come to our market for them. We are ten miles from Portsmouth and one mile from Wheelersburg.

I'm Freedus McDermitt and this is my wife Debbie. We are from St. Marys, Ohio. This is our first year in the marketing business, and we manage mostly sweet corn and tomatoes and melons.

I'm Phillip Depp from Lee's Apple Orchard in Liberty, Kentucky. We have by Kentuckystandards, a pretty good sized orchard - 70 acres of apple trees, mostly Red and Yellow Delicious. We have a roadside market where we wholesale and retail our apples. We also buy things such as pumpkins, honey and maple syrup. We have an Apple Festival every year during the fourth weekend in September. We bake what we think is the largest apple pie in the world. This year it weighed 3,500 pounds and was ten feet in diameter and six inches thick. It had 65 bushels of apples in it. It was a pretty good pie and I'd like to invite you all down.

Q. WHO PEELS ALL THE APPLES?

A. We went to Michigan and bought an apple peeler that can peel 80 bushels in about two hours. Another machine slices them. The oven is built on a trailer. I had help from a GE engineer from Louisville, but we built it mostly with local people. The people in the town and fruit growers put the festival on. Casey County produces more apples than any county in Kentucky.

I'm Chet Swank; we live in Virginia and operate Springhill Orchards near Cleveland, Ohio. We have about 125 acres of apples, pears, plums, strawberries and raspberries. We retail most of our fruit at East Cleveland Farmer's Market and at various auctions. I plan to retire this year from USDA and go back and try to operate at a little closer range. We find it is a little difficult to run a business from 400 miles away.

I'm Ralph Stacy from Marietta, Ohio. My son and I operate Stacy Farms. We sell primarily wholesale but we started retailing the last three years. The first two years I tried to retail out of our 40 x 100 foot packing shed and it just didn't work. People and children wandered around and the liability potential gave me some grey hairs. The past season we moved our retail market away from the packing shed to separate it and it worked a lot better, but we still have a lot of improvements to make. We are on a dead end road so we have to have repeat customers. There is a big industry up the road so I get a lot of trade when the employees go home at night. I guarantee that our sweet corn is fresh, any left over at night we dump. We pull corn every morning the first thing. Sweet corn is grown primarily for our retail market. We wholesale a full line of vegetables. We are increasing our sweet corn acreage this year so we will probably have to wholesale some of that. The past season we had problems with the weather and birds, but I can't remember dumping any corn. We charged \$1.75 a dozen all season for number one sweet corn but I sold a lot for \$1.00 or \$1.25 which had bird damage. This was mostly to people who wanted corn to freeze. Some used the \$1.75 dozen sweet corn for freezing. I started planting sweet corn right after the first of April and planted as long as I could. We double-crop; after cabbage or cauliflowers are gone we rework the ground and plant sweet corn. In late sweet corn we have trouble with army worms and other pests. We raise cauliflower and broccoli and cabbage, cucumbers, peppers, tomatoes. Eggplant and all kinds of squash are good items for wholesale and retail both. Zucchini squash seems to be more popular each year and fall squash does well at times. We raise a lot of pole beans and normally have a lot of pumpkins. We plant pumpkins as a second crop after the cabbage is off. We have to get them in quick to get them mature before Halloween. Because of weather our pumpkins were no good this year. The weather gave us a little problem in cauliflower this year, but last year we sold cauliflower for a dollar a head retail and I didn't have any to wholesale. We had two or two and a half acres of cauliflower last year, and are going to double that this year. I sowed some broccoli and wondered what I was going to do with it because it wasn't enough really to wholesale and it looked like an awful lot to retail. It ended up that all we did was take orders. My wife had a list of people calling for broccoli to freeze. When we would pick or cut broccoli, she would call two or three names or however many we had enough for. I found out there is no end of potential for this retail market.

I'm C. L. Manfull from northeastern Ohio; we are off the beaten path. We have fruits and vegetables at our market which is out of the way on Route 9. We have a lot of customers from 50 or 60 miles away. I have pulled out about 4,000 peach trees in the last few years. I've been in business 40 years and am still learning.

I'm Lloyd Hays from L. W. Hays Orchards, Columbiana, Ohio. (My wife gives me the mike and she runs the roadside market.) We have about 40 acres, mostly apples. We don't open our market until about the first of September. Apples are our bag, but we have enough peaches for ourselves with a few left over for our customers once in awhile strictly on order. Summer apples are also strictly on order. In the fall our occupation is cider and we have a large cider mill. I try to get the apples and make the cider and my wife does the selling. Our failure for the year was growing

an apple crop. It was the shortest crop that has ever been experienced on our place. Our success was cider. I could hardly make enough cider this year. We ended up buying a little over 4 1/2 million pounds of cider apples. When I get home I'm hoping to go over the 400,000 gallon mark in cider for this season. We sell a good bit at the market and we supply other roadside markets up to 80 or 90 miles away. We are south of Youngstown, Ohio. Our customers come from the Cleveland and Pittsburgh areas. I appreciated the earlier comments about liability due to people in the packing shed. Liability scares me.

I'm David Bigl, Dav-Lin Orchard, Cedarville, Ohio. We have approximately six acres of orchard and at this time it is a retirement project for me. We are approximately 30 miles east of here. Thirteen miles east of here. Thirteen miles east of Xenia. Our customers predominately come about 26 miles at most. We are in a rural area. We are small, fortunately it matches the population in the area. We do make and sell some cider. This is a moonlight operation for me. We are trying to enlarge it slowly so as I approach retirement age, I'll have another fulltime job.

My name is Frank Fecek. I have Frank's Fruit Farm on the east end of Dayton. As of last Friday I became incorporated into the new city of Beaver Creek so I am now a farmer in a city. I have about ten acres of trees and a roadside stand that has been there almost forever. I've had it five years. I guess my continuing success is largely thanks to having people discover me who are willing to work in and run the salesroom and maintain personal contact with the customers. I also have a cider mill which keeps the ciderholics coming back as long as I can provide apples for cider for them well into the Christmas season.

My name is Bob Raspon and this is my wife, Hope. We are just starting out with a small farm in Champaign County about 30 miles north of Dayton. We are not really producing anything yet, but the apple trees are in the ground.

My name is Susan Hendrickson, and this is my husband, Homer. We have Honeyhill Farm in Miamisburg, Ohio, just southwest of Dayton. We have a small operation with a total of 14 acres. Our oldest apple trees are four years old, and are just about ready to come into production. In another five years we should have a thousand trees in the ground. We produced approximately 800 gallons of cider this year, and it was quite successful. Word of mouth advertising about good cider brought more customers than anything else we did all year.

I'm Louis Bruy and this is my wife, Kathy. We come from Mauston, Wisconsin. We started out in '44 with a pure bred Guernsey dairy farm on about 160 acres of our land and then we rented a couple of dilapidated orchards and got started in the orchard business. Right now our production is about 5,000 bushels which we retail right out of the shed at home. We started in the strawberry business two years ago and we now have 8 acres of pick-your-own strawberries. We are in the process of expanding our retail business because we have outgrown our 40 x 44 foot shed. We are building and we are trying to learn about strawberries.

My name is John Rencher. I'm the farm manager for the Foard brothers, Valley View Farms, Cockeysville, Maryland. I'm out here with one of the proprietors, Bill Foard. I manage the wholesale production of vegetable crops. One of the main problems we've run into this year is the harvesting of the vegetable crops. We have a 300 acre vegetable farm, 150 of which is in sweet corn, and that is mechanically harvested, so there is no problem. Of our 100 acres of pumpkins we were only able to harvest 20, because of the rain we had. There was no problem in picking them because they just weren't there. We are toying with the idea of moving into a pick-your-own operation which is new for Valley View Farms, but not for me in that my roots are in Maryland, where I had done some work with pick-your-own operations with my father's farm before moving to Baltimore County. So for 1980 we are looking toward pick-your-own for more of the sales of our wholesale vegetable crops.

I'm Bob Couture from Peebles, Ohio and my wife Yvette; we are new in this business; we just started out last year. We are grateful for the help we have had from many farmers that are in the business.

My name is Louis Sonka from Tuolumne, California. This is my wife Evelyn. We have what we call a fruit ranch, what you call a farm and orchard. We have been in the apple business since 1971; it was an existing orchard. The main part was planted in 1926, so the trees are pretty old. It covers 40 acres, but there are not 40 acres of tree; there are a lot of blanks, and trees that are on their way out. We're trying to replace as we go. We also run sheep in the orchard and we have deer so these create several problems in starting new trees. We retail all of the fruit at the ranch except for our excess in seconds or call fruit which we have been selling to Gallo Winery. Two years ago my wife talked me into the pie business which is her department, and it has been much more successful than I had any idea that it would be. We are located about 60 miles from the Stockton, Modesto area which is in the San Joaquin valley. The San Francisco Bay area is approximately 130 miles away. Our elevation is 2800 feet. Quite a few people have summer homes beyond our area. We get a lot of these people to stop by on weekends. We are on a small road 8 miles from Sonora, and we do more local business than we used to. We started pressing our own cider two years ago and it has been fairly successful.

Q. COULD YOU TELL A LITTLE BIT ABOUT RAISING SHEEP IN YOUR ORCHARD?

A. Most of our picking is from ladders, since the trees do not go clear to the ground. The sheep will eat anything they can reach, and if you have sheep that get up on their hind legs, sell them. It is pretty hard to break them. We put props on in the summer and we take the sheep out because they rub on these and break them and the limb comes down. We do have problems that way.

Q. DO YOU FEEL THAT YOU HAVE COME UP WITH ANY EXTRA DISEASE IN THE TREES WITH THE RUBBING UP AGAINST THE TREES?

- A. I don't think so; I haven't noticed that. Also we have no trouble selling the lambs; we sell all the lambs we can raise. In the winter and the spring it looks like a golf course; but there are problems, too.

I'm Marvin Beard; this is my wife Pat and one of my sons, Scott. We own and operate Marvin's Fruit Farms about 30 miles north of Dayton. We truck most of our stuff in with semis and do our own trucking. We specialize mostly in peaches and strawberries, but we raise a very few acres of produce. This year we had a lot of pumpkins out. Due to the rains we thought we had lily ponds because the pumpkin leaves were up on top of the water and we lost all of them. Our success this year was to reopen the home place; it has been closed for ten years and we did real well.

I'm Gloria Goodwin from Canada. We have 25 acres of orchard and are just getting into the marketing end now so I am here to learn.

I'm Judy Colts; I'm also from Canada, from a little village called Brighton in Ontario. We are half a mile south of the MacDonald-Cartier Freeway on highway number 30 which runs down to the Presque Isle Provincial Park on Lake Erie and which has the largest sand beach in our province. Most of our trade is with the summer traffic. We sell apples, pears and a few plums. I've also got into going to the local farmer's market on Saturdays. For that I do home baking; I make fresh rolls and muffins, and I found that that is great advertising. Two years ago we got into making homemade jam and jelly, and that is also a good diversion for us. We have an Apple Fest in our little village which is a weekend event at the end of September and good advertising for all the local growers.

- Q. DO THEY HAVE ANY HEALTH RESTRICTIONS ON MAKING JAMS AND JELLIES IN ONTARIO?

- A. We haven't come across any, and I'm going to keep my fingers crossed that I don't. Most of my trade is with people who work, housewives who work and therefore they are really glad to get it.

- Q. HOW DID YOU HEAR ABOUT THIS CONFERENCE?

- A. We heard about this conference through the American Fruit Grower Magazine. We subscribe to that.

I'm Ruth Hackman and we recently moved to south of Mt. Vernon from Westerville. My husband is in another session and this is our daughter. We are just getting started; we named our 30 acres Gold Harvest Farm and we have just recently started producing frozen applesauce in the Mt. Vernon area. I spent yesterday in one of the local markets promoting it.

I'm Wayne Elbon of Elbon Farm, and we are located in Oregonia, Ohio, about 20 miles south of Dayton. Our biggest advantage is our location because we are exactly between Dayton and Cincinnati and less than ten miles from I-71 and I-75. The thing that we like best about our place is---it

is all U-pick, everything that we raise. We raise about 30 acres of sweet corn and a few other vegetables. We can get just about as much for U-pick as if we pick it ourselves.

I'm Dave Cooper from Cooper's Country Market in Bucyrus. We are seasonal but our season starts with picking up some geranium cuttings at Piqua on the way home from the meeting. We have two greenhouses, and we grow our own vegetable bedding plants. We sell seeds and so forth, and then we go into sale of fruits and vegetables. We buy all of our fruit except for cantaloupes. We grow about 30 acres of vegetables and cantaloupe. We make homemade jams and jellies, and are trying now to decide if we want to get bigger in it or stay where we are. We printed a brochure for gift boxes for Christmas, which was probably our big success this year. We went to a mall this fall, rented a space out in the middle of it, and set up. We didn't sell as many gift boxes as we thought we would, but we sure did sell the honey and maple syrup and jams and jellies. We were making them as hard and fast as we could until midnight a lot of nights right before Christmas. We were at a farmer's market yesterday with our jams and jellies and did real well. The working people seem to want these things.

Q. WHAT TYPE OF GIFT PACKAGES DO YOU MAKE?

A. Our gift packages contain some of the ten varieties of homemade jams and jellies we make. We can in regular glass home-canning jars. We feel that to sell these packages and gift boxes we must make them as country looking as we can. So we've always canned in home canning jars. We prefer Kerr because they are not marked up on the sides, so you can do a good job of labelling them. They must be labeled well. We also buy Wisconsin cheese, and some sausage. We pack a lot of maple syrup, especially for shipping to the south and into the southwest. We ship a lot of UPS out to California, Arizona, where they don't have maple syrup. We sell an awful lot of maple syrup and sugar candies there. This has been our third year in the gift business and we have finally gotten a brochure printed that we really like. You can see it on the bulletin board downstairs in the lobby.

Q. DO YOU HAVE TO HAVE YOUR KITCHEN INSPECTED BY GOVERNMENT OFFICIALS?

A. The answer is yes. We have a canner's license, which is just a matter of paying \$50. It was \$15 when we started and the next year they raised it. They said it was to get rid of the rifraff. If we get any larger, I'm sure it will be more. We are classified under Dairy and Drugs.

Q. WHAT IS THE PRICING IN RELATIONSHIP TO THE TYPE OF JARS THAT YOU USE?

A. We sell in half pints and pints; we sell apple butter in quarts and half gallons. We make our own apple butter which, by the way is cooked outside. We are allowed to do that. I can buy Kerr or Ball canning jars about four or five cents cheaper than I can buy a stock jar. The canning jars are a cheaper product but we found the lids

of the stock jars were costing us about as much as the entire canning jars. We sell a half pint of apple butter which we sell for \$1.15. Half pints of jams and jellies we sell at \$1.30. We do not differentiate between the different fruits. It costs just as much to make strawberry as it does to make black raspberry. It definitely costs as much to make cherry as it does black raspberry. Grape costs less because of the lower processing time. But you don't sell grape anyway, because that is what people make themselves. You may as well price it all to your high priced item and have a standard price. We are high priced, but it doesn't matter.

Q. WHAT TYPE OF ADVERTISING HAVE YOU DONE?

A. Just word of mouth. We are shipping them all over, but they are being ordered here in Ohio. If we sell them at the stand or at the mall we ship them wherever the customer wants them sent. Next year everyone who received a gift box this year will receive one of our brochures. We will include the new price list so that they can send their orders back to us in time and we can fill them. It should multiply, hopefully. I don't know what is going to happen because we are too new at it.

My name is Paul Cross; I am a student at Ohio State University and will graduate in March. I'm here to help Dr. Brooks and learn.

I'm Wayne Wickerham from Huntsville, Ohio, which is close to Indian Lake (a resort area). I brought my wife Jenn, my daughter Cindy and her husband Tom Brown. I have a few slides I want to show you. This is our new project; we put up our first greenhouse last spring to grow our own plants. This is the second time around; the plastic blew off the first time around. That was a disastrous day, but we've got the heat in it now and are growing a few things. It is a lot of fun, kind of expensive, but fun. We bought a plastic layer and a mulch planter for the first time last year. No more doing it by hand - it worked quite well. We are seasonal from about the tenth of July to the first day of November. If it can be grown in Ohio in the way of a vegetable, we grow it. We buy all our tree fruit. We had the best tomato crop this year we ever had. We raised several varieties. We even had a good pumpkin crop, probably because it is in sandy gravel and is well-drained. We have a customer appreciation day every year when we give away free popcorn and sell cider for ten cents a glass. It brings in a crowd, and is very profitable. People look forward to it; we advertise it fairly heavily. It started as a result of a drive-your-own county tour. It drew a crowd and a lot of repeat business. Every once in a while on a Saturday we have bake sales. We invite a church group or Kings Daughters or some groups to have a bake sale and don't charge them anything for it. We advertise for them and it does help bring in the crowds; people buy their baked goods and our vegetables and fruits.

Q. DO YOU HAVE ANY PICK-YOUR-OWN?

A. Yes, we do. Strawberries, green beans, and tomatoes.

Q. WHAT VARIETIES OF TOMATOES DO YOU LIKE?

A. All of them that do well. We grow a lot of Campbell's 1327, Floramerica, several different wierd varieties and Red Pack. We started off with Red Pack. We are in a tourist area; we survive by repeat business, but the tourists do add some nice gravy. They want everything from little tiny cherry tomatoes to yellow plum tomatoes, pink tomatoes, yellow tomatoes, big tomatoes, little tomatoes. We sell a lot of bushels too. We had square tomatoes this year, too. They sold well.

Q. HOW SMALL IS YOUR TOMATO PATCH?

A. Our tomato patch is 2 1/2 acres. We're looking at about 70 acres of vegetables this year. I can expand just about indefinitely, almost to 450 acres, but I don't ever want to get that big.

Q. HOW DO YOU ADVERTISE FOR YOUR CUSTOMER APPRECIATION DAY?

A. Just in the local newspaper. There are a couple of advertisers that people get free in the mail. The merchants pay for the advertising. There are one weekly, one daily, and a couple of advertisers that we advertise in. Lots of word of mouth; that is the best you can get, of course.

Q. ARE THERE ANY EASY WAYS TO GET THE PLASTIC UP AFTER THE CROP IS OVER?

A. You know that better than I do. There are no easy ways to get the plastic up. I have ordered some photo-degradable plastic from Leckler's in Michigan. There are some other growers in Michigan who used it last year and said it worked very well. I hope it does because that is a rotten job. That is probably the worst job in the whole business.

Q. YOU SAID YOU HAVE SANDY GRAVELY GROUND. DO YOU HAVE ANY PROBLEM IN A DRY YEAR OR DO YOU IRRIGATE?

A. We had the problem, but I purchased irrigation and that took care of it. Up until about the 20th of July we usually have no problem; it was just the other way around this year. That doesn't happen very often.

Q. HOW DO YOU CULTIVATE BETWEEN THE PLASTIC WITHOUT TEARING IT UP?

A. Very carefully. You hook up your cultivator and you just adjust it to whatever the ground conditions are at that time. I got into the plastic a few times, but it really wasn't that bad.

Q. DO YOU SPRAY FOR WEED CONTROL BEFORE YOU PUT THE PLASTIC DOWN?

A. Yes. It didn't take care of the August rains, though. We had some complaints from the pickers who were afraid there might be lions and tigers out there in that jungle! It looked like it, especially the late green beans.

Q. CAN YOU LEAVE YOUR DISPLAYS OUT OVER NIGHT?

A. We have a horeshoe driveway, plenty of parking, and it's an excellent location. We have a long display area and we don't lock a thing up. We don't lock coolers up; we don't put anything inside, we just cover it up. We've never had a bit of trouble. Some people around here could hardly believe that. We do take the money box in the house, but other than that we leave about everything out.

I'm Stanton Brown from Windsor, Connecticut. In Connecticut we have to lock everything up. Right now with the price of scrap aluminum at 30 cents a pound there are people going around with a chain saw, cutting up pipe and taking it. Our main business is the shade tobacco business which is wrapper tobacco; we raise about 40 acres. There isn't much profit in it; we also pack the tobacco. We are going into pick-your-own crops and a small market. We have 17 acres of pick-your-own strawberries which are going very well. The vegetables are going along fairly well. Pumpkins are doing quite well. I think one of our successes is the hayrides out to the pumpkin fields; we have three trailers and tractors going out and that works very well. Another little success at the time of the strawberries were pick-your-own peas. They were quite successful and fairly inexpensive to grow.

Q. DID YOU OR ANYONE ELSE EXPERIMENT WITH THE SUGAR SNAP PEA THIS YEAR?

A. This coming year we hope to. I heard they don't hold on the vine for a long time, but we did have a quite a few requests for them, so I think they will be fairly popular.

COMMENT:

One thing about them. You better put something to grow them on about six feet high.

COMMENT:

We grew them without trellises and it worked quite well.

I'm Joseph Copeland, and this is my wife Theresa. We own and operate Copeland's Breezy Knoll Orchard. We are about 30 miles north of here, between Covington and Piqua, Ohio. We sell mainly apples with a few other things. We have honey from our own bees. We have popcorn which we've been raising the last few years. My wife runs the orchard, I'm just a moonlighter but I lost the toss on this and had to do the talking.

I'm Dal Lawrence from Findlay, Ohio. My wife is in another session. We came together and hope to go home together. I taught school for 42 years. I know what you are thinking, "You're old enough to retire." And I know it. I've been trying to retire for the last ten years, but that seems to be impossible. We bought a little farm east of Findlay and now there is a shopping center just about a mile from us and another development

further east of us so we have been lucky from that standpoint; we have a lot of traffic. We moved because of the kids, to keep off the street. My wife and I are both from a farm and we thought that would be a good place to have them grow up. We started out with a cardtable and for the last 25 years we have grown a little and I've been retired for 16 years. My son majored in Horticulture at Ohio State and after four years in baseball and a year or two in the army he came home and said, "Dad, I'd like to help farm this place." We were about ready to retire, but we got everything together again. He's taken over but we help him a lot. We bought a hydroponic greenhouse; my son and I went to Florida and took a short course. We loaded a U-Haul truck and brought the whole works home, set it up, and we are just now terminating our first crop of tomatoes. We're pretty well pleased with what we have done in hydroponics the first year. In the wintertime most of you people don't have a thing to do now at home. That is the way it was with us but the greenhouse gives the whole family plenty to do most of the time. It is very, very interesting; it is a technical science. There is a lot to be learned, but we enjoy it; it is a challenge. We are about ready to terminate our first fall tomato crop. I'd like to talk with anybody here who is interested in hydroponics.

I'm Bill Kilpatrick from Sevierville, Tennessee, near Gatlingsburg. I consider myself a mountain fellow since I live right at the foot of the Smokys. I was letting all those nickels and dimes and dollars go by the front door and I said, "Well, I would like to have something to offer these folks as they go by." We have started an apple orchard and have an old barn that is right on Route 41. If you are coming from the Smokys through Pigeon Ford, you have to look right at the orchard for about five minutes before you can get by. The trees now are just beginning to bear. I have all semi-dwarf trees. We are looking forward to getting into the roadside marketing business in a big way.

Hello, I'm Carolyn Schmatzer from Avon Lake. My husband and I have a 50 acre orchard. We came down with six people today because last year we only came with two and couldn't cover all the meetings. We sell only apples, pears, peaches, and plums, which we grow; and a few extra peaches which we bring in because we can't grow enough of them.

I'm Helen Taylor from the banks of the beautiful Miramichi in New Brunswick, Canada.

I'm Mary McCabe with the New Brunswick Department of Agriculture, Canada. I'm here as the liaison person between the Department of Agriculture and the Farmer's Market Association. My whole chore is to bring with me ten people and to see what they are going to learn and to apply after they get back. We did tour a number of farm market operations in the surrounding areas, and it was interesting to note when we visited a greenhouse that you get your peat moss from Shippegan, New Brunswick.

I'm Paul Beizer from Yakima, in the central part of Washington state. We have apples, peaches, cherries, apricots and some Bartlett pears. Right now we are doing about two-fifths direct marketing at the ranch, and the other three-fifths I wholesale or retail through other organizations. In our particular community we have a grower's organization made up of about

50 or 60 farmers. We prepare a local map which directs potential customers to those farms that have what they want in terms of fruit or vegetables. Most of our customers come from 150 miles or 200 miles away.

My name is Ruth Rutherford; I come from Banning, California, which is halfway between Riverside and Palm Springs in southern California. My husband used to be a professor at Kent State in the field of Biology and decided he wanted to go back home and take over the family peach ranch. So now we grow peaches, nectarines; we've recently planted some apples, and we have some pears that will go into bearing soon. We've been primarily a wholesale distributor of our fruits, but the year before last we started trying to sell more out to the public. When gasoline prices were lower we had a lot of people coming from as far as Los Angeles and San Diego which are 90 miles away. We are interested in finding out how other people who sell to the public from long distances are managing to maintain their customers as the gas prices go up. We had people before who would come three, four or five times in a season who now come once. We feel the gas crunch cost us one-third of our sales this year.

I'm Jean Buckley from Lebanon, Ohio. We are just beginning a pick-your-own fruit operation.

I'm Gordy Beier from Gordy's Farm Market in Duluth, Minnesota. I have been in the retail business for four years. I bought a filling station four years ago and converted it into a farm market. Each year we have been expanding; this year we tore down last year's addition and put on a new one. We put up a good steel building this year, another 5000 square feet which should be a good investment. We open in April and run through Christmas. We start off in the spring with bedding plants and fruits and vegetables and go through the fall season with pumpkins. This year I was looking for something to pick up the sales in late November and December, in addition to Christmas trees, so I took on Christmas tree ornaments and decorations. These proved to be a direct tie in since the people were already there looking for trees. Most people spent more money on the ornaments and decorations than they did on the Christmas tree, so it turned out to be a very successful experience.

My name is Carolyn Beck, and this is my husband John Beck. We have Uncle John's Cider Mill north of St. Johns, Michigan, on US 27. We have 60 acres of apples which have been all pick-your-own for about 12 years. About 8 years ago we converted our dairy barn into a cider mill. I have some slides to show. We do tours on Tuesdays and Thursdays, for 500 kids each day. The back of the barn with the sign that reads, "Uncle John's Cider Mill" faces the highway so that people coming from the north can see that. The Apple Shop is where we sell our pick-your-own apples, along with our jams, jellies, honey and gifts. Upstairs are tables and chairs and our doughnut shop. The main barn is where the press is located. People can stand right around a rail and watch the cider made; it draws quite a crowd on the weekends. This year we raised pumpkins and had pick-your-own pumpkins also. Also some painted pumpkins and gourds. We have quite a few antiques; an old bed in the loft; a player piano that plays old time tunes; people really like to come out and tap their toes to that. When we conduct the tours we explain to the kids not only about apples and cider,

but about how their grandparents used to live. We have two doughnut machines where we sell our cider and doughnuts and caramel apples. Another view of the apple shop and displays of jams and jellies. Last year we had a brochure printed up. I mailed out 50,000 of them as reminders and this year our business has increased by about 40 percent.

I'm Harold Crafts, this is my manager Bob Powers; we are from Kalamazoo, Michigan. We are in the heart of the growing area for apples, peaches, and grapes. We have a farm market in the city, where we rented a gas station and turned it into a fruit market. We start out with bedding plants, then we go into strawberries; we've sold as many as a thousand cases of strawberries in a weekend, right in the city. We have an apple sale; we sell pumpkins; last year we sold over 13,000 pounds of pumpkins. We also sell Christmas trees, and apples by the bushel. At Christmastime we are big on fruit baskets. A year ago we shipped baskets; this year we didn't. We made more money not shipping baskets than we did when we did ship the baskets. We handle 90 to 100 fresh fruit and vegetable items all year around. Anything that is available, we handle; snow peas, horse radish root, ginger root, items that you don't find in the average supermarket or open-air market. We have a room which is 20 x 10, where we built racks for displaying all of our fresh fruit and vegetables. We refrigerate the room to about 40 degrees. I understand there is an operator here who sells from a refrigerated room similar to ours. I'd like to visit with him. We handle a good representative line of health foods, enough to make some money on. We are associated with the Farm Markets Group out of Lansing Michigan. We get a good line of jams and jellies from them. We also sell popcorn, milk, eggs and cheese, and plan to expand our cheese line next year.

I'm Lyle Hill from Madison, Wisconsin. I'm glad to hear some of you folks are going to expand cheese sales because we've got a lot of cheese up in Wisconsin to sell. I retired from the livestock nutritional business about 2 years ago. We had three small farms which were out in the country at the time we started them, but the city has now grown out around them. Livestock people cannot retire 100 percent, so we cut our 16-hours a day, 365 day year down to six months, of 16 hours a day in summer in starting a small pick-your-own operation. The idea was to keep the grandchildren off the streets and it works pretty well until school starts and grandpa has to do most of the harvesting. We brought in a horticultural graduate to manage the operation, and we hope to expand.

I'm Al Bowman from Hillside Orchards in Hinckley, Ohio and my wife Judy. I'm sure someone will ask what Hinckley is famous for. But everybody knows about the Buzzards that come each spring. My folks, my wife Judy, my two sons, and as many other people as we can get to help run our operation. I did bring some slides. We have a pick-your-own and we start our season with pick-your-own strawberries. Our stand is right on the road. My dad started the business in 1948 with a board on two cement blocks. We have a greenhouse where we start all of our melon, tomato, and pepper plants. We have pick-your-own as well as sales at the road. The pick-your-own is handled from my folks' travel trailer at the end of the patch which serves as our sales area. The last apples that we have we press into cider, and freeze it so that in the spring when we start the pick-your-own strawberries, we have fresh cider for sale as well as our

own apple butter and the jams and jellies. This is a blueberry planting. We didn't want to waste the space that the blueberry rows take when they are only three, four, and five years old so we put strawberry rows down the middle. This has worked out real well. Helps us to take advantage of all our land. We have 27 acres, and we make everyone of them count. The following slides show the progression of the market from the board and the two concrete blocks and now. We put up the pumpkin sign the first of September and from that point on everybody knows that we have pumpkins. This year we raised 28 ton and sold 14 ton at the roadside. The other 14 ton were wholesale. Our stand and farm lie between 71 and 271 near the coliseum for the Akron-Cleveland area where the Cleveland Cavaliers play. We have plenty of traffic, about a million cars a year go past our location. In the fall we display pumpkins and Indian corn, the pumpkins in a hay wagon, the corn shocks the full length of the property which is eye catching. The pumpkin business is very good for us. Our season starts out in May or June with the strawberries and go right on through to now when we still have apples and cider. We have sweet corn and melons, cantaloupe, watermelons, and all this has proven to be very successful. There is one other thing I would like to tell you about because we found it to be worthwhile. Someone at the first conference we attended mentioned a cookbook. We liked the idea and we developed our own cookbook and have had a new one put out every year. Hillside Orchard is on the cover and inside it tells a little history of the farm; it goes on to tell what we grow and when it is available. Then there are about 13 pages of recipes which come from friends and/or customers. Every year the recipes are different. We hand these out to all the pick-your-own customers. They get them free. A note in the book says they are 25¢ a piece for anyone who wants an additional copy, or for people who do not pick-your-own. We also give them away to anyone who has an order of \$10 or more. It has built up our business tremendously over the last three years because people come back year after year for the cookbook. They also tell their friends. There aren't too many places you can go, and get a free cookbook. Another thing that we do to remind people of Hillside Orchard is print a single paper flyer and change it approximately once a week. The flyer goes to anyone who stops, whether they buy or not. Sometimes you get the people who drive in, stop, look, but never step out of the car. If we can get to them before they hit the highway, they get a flyer that tells them where we are and a little bit about ourselves. One of the cookbooks is on display on the bulletin board in the lobby.

Q. HOW BIG A PUMPKIN PATCH DO YOU HAVE?

A. The 28 tons were grown on approximately 3 1/2 acres. In northern Ohio this year we had lots and lots of rain so if your soil was not well drained you lost most of them. Fortunately, our patch is either well-drained or on a hillside. But there was still enough rain to get too much moisture in pumpkins. As a result a lot of the pumpkins spoiled this year. But we sold every one; we didn't have a pumpkin left. We were sold out three days before Halloween, which is what has happened every year since we have had pumpkins.

Q. HOW MANY DIFFERENT VARIETIES OF PUMPKINS DO WE GROW?

- A. We have three, all Harris seeds. We grow the Jackpot, the Howden, and the Connecticut Field. Actually, we grow four because we also grow the Spooky which is a little pie pumpkin.

I'm Bob MacQueen from Holland, Ohio. This is my wife, Marlene. We are located in the northern part of the state, about four miles west of #4 exit on the Ohio Turnpike. We have five farms consisting of 250 acres of apples. We had 110 acres of peaches, and then 60 acres of peaches, and then 40 acres of peaches, and then 20 acres of peaches. Now we have 6 acres of peaches and are starting all over again in the peach business. We are going to get back to about 25 or 30 acres of peaches, which is about all we can afford to lose every year. My dad started the farms in 1936, and when I got out of school in 1954, I took over the orchards. My dad had a heart attack and had to retire. We were mostly in the wholesale business; we had hogs and cattle in the dairy barn. Shortly after I got out of school, we got rid of the hogs and cattle and chickens, and we planted nearly all the ground in fruit. In 1954 we started developing our retail business and we also kept our wholesale account, and now we pack for 59 Foodland supermarkets in the Toledo area, and we furnish about 95 percent of all the apples to them from September to about February or the first of March when we run out of fruit. Our market is open from July until April. We have plums and pears along with the apples and the peaches. We started our farm market three years ago to go after the retail business. My wife gives tours for school children. We stopped the nursery school tours because pretty soon they were coming in strollers and it looked like a babysitters afternoon off. We ran close to 2,000 children this year through our orchard. We give them a tour through the orchard and the packing house, and then they go into the salesroom and the cider mill and we give them some apples and some cider. It takes about an hour for the tour. It has proven pretty successful, but we've got to give them a coloring book or something to get them back. I've heard that of some orchards children get a prize for the best colored picture in the Johnny Appleseed Coloring Book. Of course everybody is a winner and get a donut and a cup of cider. We are going to do that this year. My wife is very creative so she makes flower arrangements from dried flowers and seeds. She had so many of them around the house that I told her she could have a little corner of the market. She has the whole south wall and two tables now, but it has made us a lot of money so that is why I haven't complained about giving her that much of the farm market. It has proven very successful. I hated the cider business; for years I fought the cider business; I just didn't like it. It was so inconvenient; we had to load the truck with the barrels and travel 30 miles to the press and then fill the barrels and come home and roll them up on the rack and get a couple of high school kids and jug it. It was very unsanitary and we were so busy. We start packing for this wholesale account about three days after we start picking. We don't have enough cooler room; we can store only about 80,000 bushels. We have to recycle the bins and get the crop inside and start packing for this chain. With 75 or 80 Mexican pickers and packing and selling apples, the cider was just too confusing for selling 5000 gallons. The load has lightened a little bit since my 20 year old son came in partnership with me. The cider mill we just didn't like, but we either had to get in or out of it. My son talked me into building a cider mill this year and we have pressed 15,000 gallons. We've tripled our cider business; it is a real money maker.

We are pleased with it and it has been an inspiration to us. We charge \$2.25 a gallon and can press 500 gallons an hour. I have just picked up a wholesale account and think we can press all of our cull out and processing apples and this is what we are shooting for.

I'm Stu Wild from Lake Geneva, Wisconsin. We have a young nonproducing apple orchard; we hope that over the next couple of years we can market a few apples.

I'm Pat Karnes and my wife Kathyryn, from Greenfield, Ohio. We're going to let our son take over the apple business. We are going to try to raise a few peaches. I've been to all these roadside conferences but one but we still like to come and renew old acquaintances. Our success this year is in convincing our son to take over the orchard.

I'm Phil Gasteier from Sandusky, Ohio. We own and operate Strawberry Hill Farm. After listening to some of the prices you get I must be in the cheapest part of the state. We are blessed with many produce operators and many roadside markets and many cardtables out in the front. We have a lot of competition. I've been in this business for 34 years and have probably forgotten more than a lot of you have learned, but I've got more yet to learn than all of us put together will ever learn. It is a changing business and you can't quit learning. Our major crop is strawberries. Last year was the first time that we really tried to go to a pick-your-own; I don't like it, never did, never will, but I have no alternative because we can't get pickers. We also started some pick-your-own operations on some other crops. I was born a dairy farmer or small grain farmer. We took our old barn and we had probably one of the most unusual places around. It is antique and old and probably dirty most of the time. We started a strawberry gift operation three years ago. We have a lot of fun getting into debt, buying things from gift shows, carrying inventory. We have over 300 different gift items now, representing strawberries. Now we are starting into gift items of sweet corn; those are not quite as easy to find.

My name is Jackie Tono and these are my assistants, Sharon and Jere. We are from Longmont, Colorado where we run Tanaka Farms Vegetable Market. We are family-owned, family-run, and seasonal. We have nursery stock in the springtime; fruits and vegetables in the summer. We try to grow all the vegetables ourselves. The fruits we buy locally. In the winter we sell Christmas trees.

I'm Alice Moes and this is my husband, Nelson; together we own and operate the Moes Cider Mill in Vermillion, Ohio. We do custom pressing of both apples and grapes; as far as I know we are the only mill that does custom pressing for grapes. If I had any suggestion to give you, it would be to make good friends with your local newspaper correspondent. Last year our local papers hired new correspondents; they were fighting to get some newsworthy articles and we had a front page spread in color on a Sunday edition of the Chronicle and a second front page in the Lorain Journal, as well as our local Photojournal. This is free publicity; we didn't even ask for it; they came to us. It is worth the trouble to make a good friend there because that free publicity brings you more business than you can ever buy with any kind of an ad. We find that the senior citizens are looking for a place to go. We are senior citizens ourselves so we welcome them, and they like our old-fashioned press and our retail operation.

I'm Jan Smith from Harvey Station, New Brunswick, Canada. We are situated about a thousand miles northeast of New York. My trip has been sponsored by the New Brunswick Department of Agriculture. I'd like for you to all come to New Brunswick to get back some of the wonderful hospitality we've had here. I had lived in Ontario, which is an affluent province in Canada, then moved to New Brunswick which is not quite so affluent. As a development officer, I heard people ask, "Why can't the government approve grants?" I thought the people could do something for themselves. Fortunately we are in a lake area with 365 people, but we have a lot of summer people come in. So I said, "Let's get an old-fashioned farmer's market going." As a result, we have people with stalls on Saturday morning from 8 to 12 in the bottom of our community hall. They have beautiful weaving, home baking, fresh vegetables, homemade sausage, meat, copper enameling, secondhand books, ceramics, honey, and leather craft. To get people there for special occasions we have a horse and pony club in town to give rides for kids. We also have a babysitting service. It is not a big outfit, but I think it is quality that counts, not quantity.

I'm Carla Lushington and I represent the Dalhousie Market in New Brunswick, Canada. The Dalhousie Market is run by an association; it is a non-profit venture, and it has elective officers. It provides a place for local farmers and crafts people to sell their products. It has been in operation for three years. We've had a great deal of cooperation from the New Brunswick Department of Agriculture and from the local municipality which has provided an arena for us to hold the market in and has even changed some of its by-laws to suit the market. But the citizens of the town and the local service clubs and news media are mostly responsible for our success.

I'm Pam Mount and this is my husband Gary; we are from Princeton, New Jersey, where we own 55 acres of apples, peaches, and pears. It is a very small farm if you take off the parking area and the house, but we have our retail stand in a barn which is open from July until March. We are in a heavily populated area, so 55 acres and a red barn or two is a big attraction. We have animals, and the regular farm stock, plus chickens and sheep. People come from miles around to show their kids that giraffes don't really grow on farms. Three years ago we decided to try having an Apple Festival. It has been a major project and is the first weekend in October. We started out small and this year we had about 4,000 people on a Saturday. We parked people at Squibb International parking lot which is around the corner and bussed them to our place. Our front lawn wouldn't hold them. We had square dancing and food, hot dogs, hay rides and a few craftspeople. It was just a great day; the sun shone; and everyone had a great time. The kind of publicity that comes out of a festival like that is something you can't buy. We found it was a major push in the fall. We tried a Peach Festival in August; the local Historical Society wanted to raise some money so they came to us and said, "Why don't we have a Peach Festival?" We thought that was a good idea. It worked out very nicely in that we had a lot of contact with the community. The trouble with the Peach Festival is we pick our peaches ready to eat so we don't have a storage unit full of peaches as the crowds come asking for more. We bought some extras just to be sure that we would have enough and then we had a rainy day. We had about a thousand people, but it wasn't as many as we do during our Apple Festival. Peach Festivals are a little trickier than Apple Festivals in New Jersey.

I'm Scott White and this is my wife Karen. We're from Clarks Summit, Pennsylvania, about three miles from Scranton. We have a population of about 300,000 to draw from. We start out in the spring with bedding plants, then we go into strawberries which we purchase. We haven't had much success with them. We go into early sweet corn which we bring in until ours is ready; we grow about 50 acres of sweet corn and about 100 acres of mixed vegetables. Our largest item is pumpkins. We started with hay rides five or six years ago, taking people to the pumpkin field. Our biggest accomplishment this year is that we broke our record of 2,000 people in one day in the pumpkin field. That day was hectic. The local police came and closed our road from both ends; they wouldn't let anybody else in until we cleaned up the mess. We couldn't get the wagons out of the fields and we couldn't get the people to the fields during that time.

I'm Ted Morton, Farmer Dan's Market here in Dayton. We sell plums, pears, sweet cherries, sour cherries, nectarines, apples, and peaches. We plan for a heavy summer yield with limited varieties which is different than most of you have. We've been concerned about harvest help in our area and have tried to design all the plantings to even out the season so we don't have more than one or two peaks in a normal fruiting year. We plan to have a major cider operation although we may have to buy for awhile to get started. We hope to get new ideas before final construction of our new market, both as to the building and the equipment in it.

I'm Lee Jones from Bob Jones Farms in Huron, Ohio. We're close to Cedar Point Amusement Park and get a lot of Cedar Point traffic. We have been all wholesale, with about 300 acres of sweet corn, 300 acres of peppers, about 300 acres of cabbage, and any kind of squash you can think of. This is the first year we are going to attempt to retail.

I'm Jean Hileman and this is my husband Bill from Kistaco Farm Market in Apollo, Pennsylvania. We have a retail fruit and vegetable operation, and we also go to a tail gate market in Pittsburgh. We are busy all year, even though the market is only open about nine months. We planted a couple of acres of strawberries this year for a pick-your-own and we are trying to find out how that is going to work for us in our area.

I'm Joe Vondrash, Allegan, Michigan. This is my wife, Eleanor. We are located in the middle of a triangle between Holland, Kalamazoo, and Grand Rapids. We operate Valley Fruit Farm; we have a couple of greenhouses that we added directly onto the fruit stand. We sell bedding plants and geraniums and anything else we can grow. We also use the greenhouses to grow all our vegetable plants that we set in the fields. We open our farm market July 1 with sweet cherries. We have 30 acres of fruit trees, 5 acres of grapes, and we grow about 20 acres of vegetables. We have sweet corn every single day until we close November 1. Our farm is strictly family operated. We have six children and I don't know how we have been fortunate enough to get them all interested in the farm, but they all are. My wife Eleanor and our three daughters operate the retail sales. The boys and I take care of everything in the fields and help in the greenhouses when they are busy. I have two sons-in-law who are involved also. We have a relatively short season and had to look for things to lengthen the season to about seven months, so we went into the greenhouse business because we had to buy an awful lot of plants to set in the fields. We took out some fruit trees to go into the vegetable business. When we put in a greenhouse, everything was related. We kinda' followed our noses and it works OK.

Q. WHAT VARIETIES OF GRAPES DO YOU GROW?

A. We have Blue Concord grapes, and we have about four rows each of Catawba, Delaware, and Concord grapes. The rest of the grapes are Niagara. We sell an awful lot of grapes to the winery in Paw Paw, Michigan, so we try to grow varieties that would be saleable.

I'm Ed Diehl from Holly, Michigan. This is my wife, Doris. Ours is a family operation. We have about 105 acres, 65 in production. Our salesroom is open from the end of July with early apples until the end of February generally winds us up on apples. Our biggest thing is cider. We have our own mill and one of the unique things we do is freeze cider; we are in the process of freezing about 10,000 gallons of cider now so when our apple supply is gone at the end of February, we will be selling out of the freezer. We do stay open weekends from March until July with frozen cider and, of course, we make our own doughnuts. We have been in the business about 31 years. If you're not learning something new every day, you are going to be out of business pretty quick.

I'm Tillie Baker from Morrow, Ohio. My husband and I have about 75 acres of apples and about 10 of grapes. We also have a few peaches, and we specialize in pick-your-own. We are a parttime market only because we like to close up part of the year. My specialty is school tours. We are off of the beaten path, so we have to coax them to our area, even though we have three large cities on each side of us. We are about halfway between Cincinnati, Dayton, and Middletown. In our school tours I insist that they bring lots of mothers along. The gimmick that I used with school children on our tours this year was that when I get my captive audience, I ask for silence and I bite into a fresh apple and let them hear that crunch. You should see their expressions. They taste the sound of a fresh apple. That is the one thing we have above the supermarkets; we can say we have fresh apples, fresh produce. I'd like to tell you that our weekends are managed by our family. Our family takes care of the people. We give them that little extra something that they are not getting in the supermarket. We're staying small, staying friendly. We are nice people and we like to have nice people come and see us.

I'm Scott Alexander; this is my wife Jeanne. We would probably take the prize as the smallest operators here, since we are just getting started. We are from Amanda, Ohio, near Lancaster, southeast of Columbus.

I'm Gary Bernath from Delta, Ohio, about 25 miles west of Toledo. I inherited the stand from my dad. I don't like it at all because I grew up picking stuff every single day, so I got into grain farming because it is a lot easier to ride in an air-conditioned tractor than pick tomatoes or sweet corn in the rain all day. But with the grain embargo and with interest at 16%, the retail business is looking more attractive.

I'm Ted Gastier from Milan, Ohio, and I'm very pleased this year to have quite a contingent with me. Let me introduce my wife Donna, our retail manager Linda Boone, and my son Mike, who has no school today and tomorrow, Jeanette Hochstedler and Dave Charville. Our specialty is melons; mostly muskmelons; we have a small retail market on the main artery to Cedar Point Amusement Park. We also have a small market at home and a pick-your-own

operation. We have a unique melon because we are on a dark soil, but we wash our melons before we package them and we think we have a nice product. We participate in a Melon Festival Labor Day weekend in the town of Milan and it is often late at night when we close and put the money away. Sometimes we put it in the freezer. Well, my wife went to the freezer on Thanksgiving morning to get some squash and peas and found a thousand dollars. Our failure this year was a small yellow watermelon that we grow as a novelty item. We had a good thing going this year until we lost the crop along with all of our early muskmelons because of the weather. We tried photo-degradable plastic last year, and you can still come to see it if you're interested. We had a cloudy season and used quite a bit of cover on our plastic. Our farm is in a part of what was the Black Swamp, which is a level, flat area, so we get pretty good winds in the spring. We put a lot of dirt on the plastic and had very little breakdown. We kept thinking that it was going to get better. We plowed it under and this year bought black plastic. We were very disappointed in the photo-degradable because of the difference in cost.

I'm Paul Less from Salem, Ohio. This is my wife Jeanne. We have some apples, some cattle, some grain. We sell retail and wholesale. This past year we had about an 80% freeze out on apples, and had to buy a lot of apples.

I'm not a farm market operator. I'm Jim Lincoln, manager of Michigan Certified Farm Markets, Lansing, Michigan.

I'm Ladd Winne from Michigan. I'm manager of Farm Markets Co-op which is a supply organization for farm markets in Michigan.

My name is Jack Diehl from Diehl's Orchard in Holly, Michigan. This is my wife Sally. Brother Ed has already talked to you.

I'm Ed Royer from Dayton, Ohio. Twenty years ago Dr. Cravens and I worked together on the first Roadside Marketing Conference. We had Bob Bull whose subject was "Tremendous Trifles and What You Can Do With a Roadside Market." As I came in today, I talked to Bill Foard who now has gone from that first conference to 3 1/2 million dollars in sales per year. So the limit is the sky. It is good to visit with old friends.

I'm Charles Burczyk from up in Mequon, Wisconsin, just north of Milwaukee. I don't know how many of you are good friends with all your neighboring competition, but we have stands all around us. We grow about 125 acres of fresh vegetables. A lot of sweet corn, potatoes and cantaloupe. We buy all of our apples. We have our stand on a good cross-state highway corner, but we are on rented land and we are looking for ideas on how to expand on rented land, since we can't get permits to build.

COMMENT: We had some White pumpkins from Agway. The deer loved them. They're not classed as a pie pumpkin. Has anyone tried them? We tried, but didn't like them for pie.

GET ACQUAINTED SESSION

YEAR-ROUND MARKET OPERATORS

Chairman: Kelso Wessel
Department of Agricultural Economics & Rural Sociology
Ohio State University

Good afternoon. I am Kelso Wessel who will chair this session. I have a small farm in Madison County, myself. I'm interested in eventually setting up a roadside market. My farm is one of the older farms in the area--in fact, it is in Lafayette the original stagecoach stop at Lafayette, the first night out of Columbus. Meanwhile, I teach Agricultural Economics at Ohio State University. We are going to be dealing with year round markets.

I am going to leave the talking mostly up to you. The ones with slides to show will talk first, but all will get a chance. Larry Holdren from Belpre, Ohio has volunteered to start off by showing us slides and telling us about his marketing operation. Larry would you like to come forward?

Good afternoon. We are located in southeastern, Ohio, on the Ohio River near Marietta, in the small town of Belpre. The population of Belpre is around 10,000 or 15,000; we have a market area to draw from of about 80,000 to 100,000 people. We close the end of December and reopen the middle of March. We not only have an open-air market, but also a home gift and accessory shop called the Apple Tree Shop. The market is in the front. Behind the market, before you get to the shop, there is a center section where we sell a lot of plants in the spring and fall. In the back is the Apple Tree Shop, which we've just added the last couple of years. We also have a small deli area in the back.

One of the things that we had this year (the second year we did it) was an Apple-Butter "Stir-Off" in the fall. We had the only two good days in October for this Stir-Off; we hit it lucky. Last year, when we did this, we attracted three to four thousand people; this year we estimate we had between eight and ten thousand. We set up a display outside the market; of course, the market and shop were open at that time. A lady brings a 60-gallon kettle and stirs off one kettle of apple butter on Saturday, and also one on Sunday. We billed this as a community event, and we have a number of community groups that come with concessions. One of our neighbors with an old-fashioned cider mill came this year. We make cider, by hand, both days; my father has a mill and we sold over 500 gallons in the two days, not from this press, by the way. We put our hayride together at the last minute (my father thought I was crazy for having a hayride in the middle of the city) and amazingly enough we made \$150 from it, at a quarter apiece. Don't underestimate any of your ideas that you think might be crazy!

The high school choir had soup beans and corn bread; they did quite well and made about \$300 or \$400. The Jaycees sold Dutch apple ice cream cones, and the Jayceettes sold hot and cold spiced cider. The band boosters had a number of baked goods, using apples as the theme. Anything which the community groups make at the Stir-Off, they keep. We don't charge them for coming on the lot, and we encourage anything on the apple theme or fall theme that they would like to do. We also had a pumpkin decorating contest for the kids, and sold about 45 tons of pumpkins. We gave prizes according to age groups. In addition, our shop deals with home accessories and gifts and this is the beginning of our Christmas season. In the shop we have a lot of items which are made by local craftsman. During our Stir-Off, we have crafts people in the center section demonstrating their crafts, any items which they sell go through the shop. These crafts include macrame, toile painting (which is quite popular), and custom-made dried arrangements. Our shop specializes in selling custom made arrangements and this girl does them for us. Thank you.

I'm Robert Fletcher, of Fletcher's Orchard, Columbia, Missouri. We run a year-round market, although our line changes from season to season. In the spring, we sell and feature a lot of lawn statuary; we show it at the Annual Lawn and Garden Show at the University of Missouri. We also sell birdbaths, water fountains, etc. On the front porch of the market we have a counter display which is about ten foot long. It has three tiers, two tiers on each side; it is on wheels and we roll it onto the front porch each day. Depending upon the season, we try to feature the item in season on the front counter. We sell a large amount of fireworks between the 20th of June and 10th of July (it is a big attraction-getter for us) and as you see in this slide, two-thirds of the front porch counter was turned into a fireworks stand. On the 3rd and 4th of July, it takes seven people to operate the fireworks part alone, along with four inside handling produce--tomatoes, watermelon, cantaloupe, etc. The initial building was 30' wide and 75' long. Two years ago, we built what we call our "greenhouse annex"; it is 15' wide and 53' long. In the springtime, we fill this with bedding plants, hanging baskets, and macrame-type hangers. It is handy, connected to the store, and on the other side of our store we have a greenhouse where we grow probably 75 percent of the plants we sell. We have also gone into a line of home decorations. It started three years ago when a friend showed me how to make a bow, and I put a bow and a few colored leaves on some Indian corn--it lit off from there. Now its grown from a few ears of corn to several thousand dollars for our business, and we are hoping to expand it. Unfortunately, we have a gravel front driveway which creates dust problems, especially with the glass display case. Thank you.

WESSEL:

Let's stop and take questions for the first two markets.

Q. WOULD YOU PLEASE DESCRIBE HOW YOU ADMINISTERED YOUR PUMPKIN DECORATING CONTEST?

A. We divided into age groups, and then gave a prize to the first and second in each group. We have three judges, which we pick from the community--we have nothing directly to do with the judging.

Q. DO THEY BUY THEIR PUMPKINS FROM YOU?

A. We ask that they do, and most of them do, but there is no way you can guarantee it.

Q. DO THEY DECORATE THE PUMPKINS THERE?

A. No, they don't decorate them at our place. They bring them in already decorated.

Q. WHERE DO YOU DISPLAY THESE PUMPKINS AND NOT HAVE THEM STOLEN? IN OUR LOCALITY, WE ALWAYS MANAGE TO HAVE A FEW PUMPKINS STOLEN, UNDECORATED.

A. We've been lucky so far. We display them in the center area, between our shop and our market, where we have our bedding plants. We do notify the police to keep an eye on the place. We keep a light on at night, but we've never had any problem.

Q. EXPLAIN A BIT MORE ABOUT YOUR CRAFT SALES, PLEASE.

A. We've completely separated the two areas--the produce market is one area, the Apple Tree Shop is a separate area. Sales in each area are kept separate. My wife, mother, and a friend of ours manage the shop; the rest of us take care of the market. The shop is a very profitable operation to get into. This Christmas alone, our sales in the shop increased 45 percent over last year. You have to be careful, though. It's not something you jump into with all fours; you have to be a sharp buyer.

I'm Charlie Williams, but better known as Charlie Pumpkin, of Fashion Farm, Inc., at Ligonier, Indiana. I'll show some slides of our market and restaurant and Pumpkin Fantasyland. Fashion Mall is composed of a restaurant, a gift shop (made from an old granary), a chapel, and an office. We make and sell our own ice-cream at the farm. We also make our own doughnuts and our own pies. We have a complete restaurant. In the old house, we have an art studio with an artist teaching art there three days a week. The children that come here sit on bales of straw and have their dinner, or ice-cream, or doughnuts, or hot or cold cider, or something that we have for sale. We have all kinds of fruits and vegetables, and also a lawn and garden center with Ortho products, etc. We sell bulk seeds, and we have a greenhouse from where we grow and sell our own bedding plants. We are, now in the process of leasing this old house to a floral designer. We hired our designing done in the past, but I've never had enough time to supervise it correctly, so this way it will work better because she will have her own business. We'll have Tele-Flora and FTD, so we can do funerals, weddings, etc. We have a Pumpkin Fantasyland in October; it starts the first Saturday in October, when we have some 20 varieties of squash. In the spring of the year, we use our Fantasyland area for our bedding plants and nursery stock. In the fall, we put corn stalks in the front of it and make the area Pumpkin Fantasyland. At the entrance to Fantasyland, we have a guide. The picture shows the owners and operators of Fashion Farms, my wife, myself, our daughter and her husband and two grandsons. We had 4500 boys and girls see Pumpkin Fantasyland on scheduled tours this year; and a total of about 30,000 people come to see it. They come from as far away as

Ohio, Illinois, and Michigan. I dress up with a farmers hat, my overalls, and the blue shirt and I'm Charley Pumpkin. We try to make him our logo. (Ed. note--the slides shown of these are more striking than the written descriptions). We have the Pumpkin Circus, with elephants pulling a little wagon with clowns on it; the Elephant Parade, with Dumbo in the front, standing on his head. The horses are in a ring. We had a 3-ring Pumpkin Circus--this is our main attraction, and it really goes over big. All of these are made from pumpkins. We also have some paintings (with pumpkins) in different areas. We have Adam and Eve in the Garden of Eden--with these, we tell the children Bible stories, history stories, and Mother Goose stories. Here is the serpent snake, the forbidden fruit and Adam and Eve. Over here is the Wishing Well, Jack and Jill and Little Miss Muffet. This little girl is counting her blessings daily. There is a place to throw money and on a Sunday this gets filled. Here is Gitcheegoomee (our Indian prayer made out of sticks and a little bit of burlap); we have quite interesting displays--Chief Waho and his wife, the old, hard cider barrel with three characters on top; Miss Eskimo of 1979 (with penguin gourds in the back-ground, and the Great White Goose, made out of Cushaw squash, in the front). This drew a lot of attention. It is a little boy sitting on a poddy; his pants are partly down; my daughter made that. She said, "Do you think that is all right?" "Yes when I get the sign made it will be fine." It says, "Hey Mom, I'm done." That had a lot of chuckles from people. We also have Betsy Ross, and all the presidents in a line. We draw the faces, and have a picture of the president below. The hair and whiskers are made from corn silks; it's quite an attractive display. This year, we dressed the presidents in coats and it looked even better. We had Jimmy Carter, as Assistant President, and Rosalyn as President this year! A lot of people enjoyed that one. Famous old Snoopy is there as Dr. Snoopy, the Psychiatrist. About eight years ago, I put two butternut squash together and made Snoopy. We added gourds for hands and legs and we put corn shuck ears on him, and added a scarf and little vest of corn shucks colored purple. We also have a display of senior citizens every year. This guy with his eyes bugged out was looking at Dolly Pardon (note we spelled it PARDON, not Parton.) The original pumpkin family started back in 1960 with a group just like this on the front yard of our house. It has grown from there, but it didn't really take off until eight years ago when we made Snoopy.

We also have an old wagon, which is sort of like a school bus, with pumpkin children, a pumpkin driver, and pumpkin horses in front. The picture of the old Ligonier jail, with a false front, was quite an attraction for the children. They went right past the jail to get their buses for their trip home, and it had a telltaling effect on them. Inside the false front, we had a pumpkin cop and pumpkin prisoners. There is a lot of history behind the once-real, old jail. There are two cells, two bunks per cell. I put up a sign; if you have ever spent one night in this jail please sign here. The editor of our local paper came to take some pictures and I steered him past the sign because I knew he once spent the night in this jail. He said, "Where do I sign?"

Indians also come to Pumpkin Fantasyland. Near our display of teepees, we have a pumpkin shoot with old-fashioned muzzle-loaders. The people who come for the pumpkin shoot will be here two nights and three days, and they have a ball. One day during the pumpkin shoot we had 8,000 people; they

were standing in line, trying to get into Fantasyland as it was, and standing in line to get ice cream. You might wonder how we get money to do this. Well, we will sell 50 wagon loads of pumpkins a year; it takes 5 loads of pumpkins to make Fantasyland. At the area where they come out of Pumpkin Fantasyland, we have a little iron kettle in a big pumpkin, and it is called Pumpkin Stew. They put contributions in there, and I think we drew \$1500 out this year--which is a small drop in the bucket compared to what it cost, but we had a lot of people enjoy it. Ligonier city has a display of pumpkins down the main part of town, and each store keeper has a display, and a pumpkin decorating contest is held. Of course, they have to come to Fashion Farm to get a pumpkin. They get a free pumpkin, and then I tell them which merchant to display it with downtown. It worked out really well this year, and we will probably do it again another year. Mr. and Mrs. Charley Pumpkin (my wife and I) want to thank you for letting us show you these slides, and we hope that you can come and see us sometime during October.

WESSEL:

Thank you very much, Charley; that was quite interesting. Any questions for Charley?

Q. WHAT KIND OF PAINT DO YOU USE ON THE PUMPKINS?

A. We use acrylic paint--it will weather, but goes on really well. Also, we use black magic markers.

Q. WHAT ABOUT DETERIORATION?

A. We do have a lot. Each morning and evening we check, and any pumpkin that is becoming rotten is replaced. We use five wagonloads of pumpkins for displays (about 1500) and probably one wagonload for replacements.

Q. HOW LONG DOES IT TAKE YOU TO MAKE THAT DISPLAY?

A. It takes us three weeks to make Pumpkin Fantasyland. We're not doing it on banker's hours either--we are doing it at night, right on through. Another girl and I put most of them together, and my daughter helps with the clothing--it takes a bundle of clothing to make Fantasyland.

WESSEL:

At this time it looks like we have a full house, and I would like you all to meet each other.

I'm Carrol Waugh from Gallipolis, Ohio. I'm a drugstore man--I've been in pharmacy for 21 years--but we also have a farm and roadside market on the Ohio River. It is my hobby, really. But, now I'm thinking of retiring and going fulltime with it--scientific farming, and experimenting; maybe writing a book showing people how to raise a hundred-pound watermelon. This is my brother, Ivan, from Chillicothe; he grew up on the farm, too.

My name is Ed Beni. I'm from Ridgeville, Ontario, and I've got my wife and my son with me. We had a market eight years ago that burnt down. When it burnt, we figured that we should rebuild where most of our customers were coming from--25 to 30 miles away. We did, and it was the biggest mistake we ever made. After our unsuccessful venture at Niagara Falls, we started coming to this conference and trying to decide what to do. We finally started to build a log building, 40' x 120'. We wanted it clear span, but they wouldn't allow us, so we put up three stores. Our mainstay is the fruit and vegetable market. We grow 200 acres of fruit, and we are hoping this will handle part of the marketing. My wife is going to have a very colonial-type gift shop in one section. The other section is what we'll call the Country Kitchen, with popcorn, doughnuts, homemade farmers-style sausage, and sauerkraut.

Kenny Burrer, from Shiloh, Ohio which is north of Mansfield. This is my wife, Mary Jane. We've been coming five or six years. Apples, berries, and a few melons, basically, is what we raise.

I'm Pauline Kessler from Berwick, Pennsylvania. We mainly raise apples and peaches. I'll be talking on pros and cons of an Apple and Peach Festival tomorrow.

We are Ray and Sue Lemka from near Albany, New York. We have a full-year operation--apple and fruit farm, primarily.

Arthur and Alice Price from Paris, Ontario. We have an orchard, a fruit farm and a C/A storage. We are apple packers, and we have a large retail outlet for our apples.

I'm Henry Demsky, and my wife, Esther; we are from northeast of Syracuse. We have a roadside market, open most of the year--we push a lot of apples.

Ruth Spiegelberg, Lorain, Ohio--Spiegelberg Orchards. We mostly have apples, cider, peaches.

Frank Carlson from Harvard, Massachusetts. We have about 150 acres of apples and some peaches and pears. We produced about 200,000 gallons of cider this year; we have a year-round roadside market.

Dave Boyne, Agricultural Economics Department at Ohio State. I work with Kelso and Gene Cravens.

Nelson Eckelbarger from Fort Wayne, Ohio. We're looking.

Vic Baker, Madison, Ohio. We have Sunny Slope Orchard, Sunny Slope Market, and Johnny Applecheese Place. We raise all kinds of fruit. We have a bakery and sell cheese and gift junk.

Paul Molyet and my son, Ed; his wife, Holly, and my wife, Eula Mae. We're from Fremont, Ohio. We have two roadside markets, 16 miles apart. We raise a full line of vegetables, and buy our fruit. We have one market that is seasonal, and one market that runs the full year.

Wayne Madsen from The Elegant Farmer in Mukwonago, Wisconsin. We have a year-round produce market, and 19 1/2 acres of pick-your-own raspberries, strawberries, and apples. Our big thing is our spring flower and garden center, which nets us about half of our total profit.

Carl Laidlaw and my wife, Gwen; we're from Toronto, Ontario, Canada. We have a roadside farm market and we are here to learn as much as we can.

I'm Ed Hackman from Mt. Vernon, Ohio. We are anticipating opening a vegetable roadside market, so we are here to get some ideas.

Cliff Laidlaw from just west of Toronto; we just opened a roadside market. We have a walk-in cooler for customers; it takes up a third of our storage, and it has worked out really well. I'd be interested in talking with anyone who has one like that, too.

I'm Bob Holdren, Belpre, Ohio. I'd like to introduce my wife, Ida; Ann Norman, who is in our gift shop; Mary Gregg, who works in our market; and my son, Larry (whom you've already met), and his wife, Sheryl. We have an apple orchard in connection with our market. We are all one, big family.

I'm Dee Dee Mott, from Mohr's On-The-Farm Market, Tipp City, Ohio; my mother is Mrs. Wilma Mohr. Basically we are egg producers. We give the eggs away, and try to make money on everything else!

I'm Mary Gasteier from Strawberry Hill Farm, Sandusky, Ohio. On our farm we raise a lot of strawberries and sweet corn, and we have a seasonal market where we sell other vegetables. We also have a gift shop specializing in anything to do with strawberries.

Mary Conklin from Sietsema Orchards, Grand Rapids, Michigan. We have apples, peaches, grapes, cider. This is my first time here.

I'm Bill Packer from Adena, Ohio. We have our own apple orchard, plus we buy some. I have a roadside market, and sell fresh product year around. This is my wife, Marty.

Bill Marlin, Marlin Orchards and Garden Centre in Cornwall, Ontario, Canada; and my wife, Ann. We grow apples and retail them. We are also in the garden center business.

I'm Glen McCool, and this is my wife, Sally; we're from Covington, Ohio, about 30 miles north of here. We just opened our market in October, and yesterday we spent the day adding up our losses for the first three months. So, we are here to learn. I bought an Amish buggy last week, which will be at the market next fall. We are going to give kids free buggy rides, long ones, so their parents have to come in the store and shop.

I'm Earl Tywater from Franklin, Tennessee; this is my wife, Ann. I'll be on the program tomorrow, so you will hear more about me.

Chuck Kapnick from Britton, Michigan; this is my wife, Jan, who manages the farm market. We grow about 120 acres of fruit--peaches, apples, and cherries. We have a full season, and we sell about one-third of our fruit there. We buy our produce.

Paul Linvill, Linvilla Orchards, Media, Pennsylvania. We have about 300 acres of farm. We grow fruit--apples, pears, peaches, and about 30 acres of strawberries (which is pick-your-own). Sweet corn is our main vegetable crop. We also have a couple of swimming pools, which keep the farm going.

Barbara Davis from Wooster, Ohio. We have apples, peaches, and sell cider.

Bob Roemer from Hamilton, Ohio--Stony Run Farm Market. We have sweet corn and pumpkins, and we are getting into the sorghum business. We use Percheron draft horses in connection with our sweet corn, and that is quite an attraction. We bring the cart right to the market to unload.

I'm Sally Pinchock from LaRue, Ohio, we have a Christmas tree farm. We remodeled the building this year, and we want to go to a year-round roadside market.

I'm Bonnie Becker, and this is Ruth Halpin; we are here from Schmötzers Orchard in Avon Lake, Ohio (near Cleveland). We have apples, peaches, pears and plums. We are looking for ideas to expand our business.

I'm John Nicholson from Red Jacket Orchards in Geneva, New York (which is halfway between Rochester and Syracuse). We are a fruit operation, about 200 acres. We've had a successful outside type roadside market for about 20 years. We are in the process of going to an enclosed store, more on a year-round basis. Our crops are strawberries, peaches, apples--and cider.

My name is John Enright from St. Johns, New Brunswick, the maritime, known as the herringbone chokers. Our market is 104 years old; it is still being used for the purpose it was built for. The farmers come in and sell their products. We have handicrafts; we sell Christmas trees. It goes all year round. It serves the farmers of the province. Of course, we have other markets in the province, but this is the oldest market we have.

Terry Hepburn of Hepburn Orchards in Hancock, Maryland. We operate a 1800 acre farm; we're mainly in peaches, apples, and corn. Ninety-nine percent of it is wholesale and we would like to get into retail to make a little money.

My name is Don Haney. Along with my wife, Ann, and my brother, Mark, we operate Apple Dale Farms in Nancy, Kentucky (which is south of Lexington about 80 miles). We raise mostly apples. We are starting some peaches, and raise strawberries. We retail it all, most of it pick-your-own. We are trying to learn how to become a year-round market.

My name is Elmer Klopfenstein, we run the Rittman Orchard near Rittman, Ohio with about 150 acres of all diversified fruits. We are in our second market and looking forward to our third and hoping to eliminate all the mistakes.

I'm Steve Mohr from the Ohio Orchard Co., in Milford Center, Ohio. I'm here with my mom, Marlene; employees, Sarah Diamond and Dorothy McCarty. Our main crop is apples, which we retail mostly, but we wholesale, too. We also raise peaches, pears, plums, strawberries, and a large variety of cherries. We have a year-round farm market.

We are Bert and Helen Hybels from Kalamazoo, Michigan. My business is a fulltime produce broker; I ship bedding plants and fruit items out of Kalamazoo and Benton Harbor. Helen takes care of the six children. Our fruit market is a hobby; the two people that run it are in the other room.

I'm Rex Brinkman. My child-bride on my left is Nancy; and Bert and Delores Gatliff--Bert is manager of my retail market, and much more. We operate as Brinkman's Turkey Farms, Inc., located about two hours north of here. We farm about 1600 acres, mostly beans and corn. We raise 23,000 turkeys and process them. We operate a cannery (turkey, beef, pork) and we are serving approximately 300 stores in northwest Ohio, at present. Then, we have a year-round farm market. We raise about 40 acres of truck and vegetables.

My name is Ed Baushke, and I'm involved in a family farming operation in southwest Michigan, around Benton Harbor. We are strictly in the wholesale area now, but I am down here for educational purposes looking for new channels--more control in distributing our products.

I'm Burris Coburn from Keswick Ridge, New Brunswick, Canada. We were interested in building a roadside market. I came down last year and I got enthused and did a lot of talking when I got home. I persuaded the Government of New Brunswick to send a group down. There are 10 of us this year. My operation is 70 acres of apple orchard, 25,000 laying hens, and some vegetable gardens. I'm also involved with a strawberry business that is handled in a cooperative way. You will meet many of our group during the next few days. We also have a booth downstairs. One of the delicacies that we brought along with us was a box of dulse which is a seaweed. You may not like it, but it sure is a healthy food.

I'm Helen Taylor, from the Banks of the beautiful Maramashee River in Doaktown, New Brunswick. Our claim to fame is our salmon, and our dexterity in extracting money from you rich Americans. I represent a village market, averaging 15 farmers. I am the manager. We've just been operating for one summer. We will sell you anything, including hand-crafted fiddles. We are a very talented little village.

Keith and Debbie Bishop from Guilford, Connecticut. My family operates a roadside market, year-round, which has been in business over a hundred years. There are three generations involved in the business right now, with seven families. We have about 300 acres of orchard and vegetables. Our main crop is apples, with peaches, some nectarines, and just enough vegetable crops to sell at our market. We don't wholesale any vegetables at all. We do wholesale some apples, and we have a large cider operation--one of the largest in Connecticut. We're about 90 miles from New York City, which puts us within easy shot of a lot of traffic on weekends. As far as the seven families, each of us have split into different responsibility areas, and mine is the retail market.

My name is Robert Treat from Millford, Connecticut. We are vegetable growers in a very highly populated area of Connecticut. We farm everybody's backyard. We run a roadside market and retail 100 percent of what we grow. This is my wife, Mary, and her sister, Barbara.

I'm Kathy Stokes and I represent the Woodstock Farm Market in New Brunswick, Canada--this is a group of farmers who bring their produce to the market on Friday afternoon. The market itself has been operating for approximately 6 years on a seasonal basis, from May to December. We are trying to operate on a year-round basis and this is our first winter. Unfortunately, we do not have a permanent building. We are looking for funds from our town or government, trying to put up a building, and ideas to help us keep going on a year-round basis.

I'm George Coburn; this is my father. I'm representing our roadside stand. Coburn's Garden Patch, which is about 7 1/2 miles from Fredericton, New Brunswick--one of the larger centers of the province--where we get an awfully lot of traffic.

I'm Christine Oliver, from Bathurst, on the north shore of New Brunswick. The northern part used to be the deprived area, but now we have a very potential mine that employs nearly 2,000 people; we also have salmon on the Bay Shore. We ourselves are farmers; I'm a transplanted one, like my husband, from the old country. We had a seasonal market in Bathurst for about 18 years. We don't have a roadside, and we're not contemplating anything like a roadside market because all these mining people are very interested in fresh vegetables, and they beat the path to our door, morning, noon and night. We've been operating the market seasonally, from July, in conjunction with the Bathurst Festival--we grow all the vegetables. We operate this market every Saturday morning for about 16 weeks. We are small--not anything like what you people are talking about. We don't want to be any bigger, either. We think we are the backbone of the country. We do pretty good; we make a living. We are here with the New Brunswick delegation to pick your brains and learn from you.

I'm Delbert Burger and this is my wife, Viola; we're from Cincinnati, Ohio--Burger Farm and Garden Center. We are in a metropolitan area, and we have a lot of people around us. We started in 1964 when we sold our dairy and started with a little 8' x 8' shed. Business grew nicely until 1969 when my wife said, "Look, I'm tired carrying these tomatoes and potatoes out of the farm--we've got to do something." We added onto the side of our hip-type barn, which is 54' x 40'. From that time, we have really moved into what we say is a country store. We have a complete selection of chemicals and lawn bulk seeds, house plants, bedding plants, vegetable plants, all types of fountains and concrete ornaments. So, it is really out of the roadside market--almost a country store.

I'm Charles Thurman with my wife, Dorothy. We are from the far western end of Kentucky, in Paducah. We operate a market called Schmidt Farms. Mr. Schmidt, my wife's father, has been farming all his life. In the last few years, we went into a retail sales, more or less operating out of the front of the barn. One of our more colorful months is October--and as you can see we sell pumpkins, and also do a little bit of decorating pumpkins

and pumpkin people. We operate bedding plants and have a little greenhouse, which is not covered at this time, that we use as a retail sales area. We have two other larger greenhouses that we do most of our growing in. One way we display our plants is in a wagon. We pull it out in warm weather; if it gets too cool, we just push it back inside. We also sell a lot of hanging baskets. We raise and sell apples (we make quite a bit of cider) and we also raise peaches; we have refrigerated coolers inside. My wife's aunt serves as our witch at Halloween time. She comes out once or twice, usually, on Saturdays (when the kids are out of school) and we wish she'd come more often. She's quite an attraction; the kids really like her. Thank you.

I am Mrs. Sheldon Starr, from Farmer Starr's Market. We are really a rather small operation, from Chambersburg, Pennsylvania. We started 12 or 13 years ago with a few strawberry plants, and sold them from our picnic table. That wasn't adequate for very long, so we built a small building similar to a utility shed. We kept adding more and more varieties of vegetables--we must raise between 25 and 30 different varieties now. The shed was no longer adequate, and we decided we needed to do something to increase our business. Last year when I came to the conference (alone), I became really enthused; I came to get ideas because we were planning to build the market. I went home and told my husband how well all of you were doing and he didn't think I heard right. At that point, we sort of identified with the man who said he is counting his losses for the end of the year. One reason was the conflict we ran into with our township. The market is not along a main road, but we are in a rapidly developing area. We are only about two miles from the town of Chambersburg, which has a population of over 20,000, and there are a lot of people in the outlying districts. The building is down our farm lane, about a quarter of a mile, so we felt that rules out impulse traffic for us. We intended to build it on land we have along a public road, but the township we live in is in an area zoned residential, and the township board would not allow us to build a market there. We have to play it cool. We're allowed to sell our own produce--just what we produced--the vegetables and the strawberries. They could not hinder us from doing that, but to offset the cost and build a really nice market, we wanted to add other things. We don't grow fruit other than strawberries. We asked them for a permit to build a building. We told them we were going to use it for storage when we weren't selling out of it. In the meantime, we tried to have the township make an amendment to their zoning ordinance. We got quite a bit of help in legal services from the Pennsylvania Farmers Association. We had to go through a series of at least five hearings, which involved months--all summer. Actually, we did not get our market completed until fall, which put us at a big disadvantage. By then, our main drawing items, such as strawberries, sweet corn, and cantaloupes were over. A lot of our customers are used to coming for fresh produce, but are not used to coming for other things--we have to educate them. We want to hear about promotion and advertising. Because of all the hassle, the building we came up with is not what we had originally planned to build, but we think it has turned out nicely. It is 28' x 50', with a 10' x 12' walk-in cooler. We have an overhead door, which we do put up in nice weather. We are attempting to run our market year-round, although at this time of year we only have it open Thursdays, Fridays, and Saturdays. We offer a lot of homemade items such as home baked goods and homemade candy. For quite a number of years we made and wholesaled homemade candy in the winter; we no longer do that. We

just sell it through our own market. We also went into bulk nuts, candies and other things which are good drawing items. We have tried to go with a really rustic, farm atmosphere. The outside is cedar-paneled, stripped and stained a weathered color. We bought a number of wagons and use them for display areas. They are very effective, and we really get a lot of compliments on them. I restored these wagons last winter. My husband constructed the platform and covered it with grass carpeting. We change displays with the season. It really makes an attractive display. In the summer, we had it filled with cantaloupes and watermelons; we change the displays with the seasons. We also display some gift items on them, always trying to keep the rustic atmosphere. You'll notice that the entire interior is covered with old weathered barn siding. Over the holidays, people would bring visiting members of their family to see the market because it is really unique for our area. The tree behind our check-out area caught a lot of attention; it was my husband's idea. We used it to feature our nuts in the shell. In the fall, we decorated it with little squirrels and birds, and even fastened nuts to it and put green grass carpet and the autumn leaves under it. For Christmas, we put the snow (cotton) under it. We sprayed the limbs with snow, and added white lights and it made a pretty effect. We use hanging baskets, Indian corn, sleighs, and most anything we can think of to give a rustic effect. Our bakery case features homemade bread; we have a lady who makes it from scratch and brings it in. I also do some baking myself. Another lady makes homemade noodles and pot pie for us. Since we more or less started on a shoestring budget, this was a used bakery case that didn't fit in with our rustic effect at all. So, we bought contact paper and covered it--shows what can be done. We covered our check-out counter with old boards, and put a formica top on it to give it the rustic effect. An old stove, which was in one of our buildings for at least 25 years, looked very rustic so we restored it--thinking that we would need it for heat in the cold weather. Well, to our surprise, at this time we need it for effect only. The only coolers we have inside the storeroom are a two-door, upright freezer and a two-door, upright cooler. The heat from their compressors is enough to keep it warm, in fact, too warm. That wasn't true until we blew eight inches of insulation in the ceiling. But it was too warm for a produce market, so we had to put in a ventilating fan to take out some of the heat. We think the rustic effect really adds to the farm market atmosphere.

Q. WHAT HOURS ARE YOU OPEN?

A. Nine to six, every day but Sundays. We are not open Sundays at all.

Ray and Sue Lemka from Appleland Farm Market, East Greenbush, New York. We're very glad to be here. We have been at the Ohio Roadside Market Conferences four times, our first about 10 years ago. I can say, without hesitation, that our visits to Ohio have always been rewarded with ideas that have given us incentive, and ideas that have made our business and operation grow. Today, already, we have gotten enough ideas to pay for our trip. We are nothing but just plain country people, who are growing very slowly. These slides will show our operation; it's taken 17 years to get where we are. We bought this building 17 years ago. We had operated from our farm, for about 10 years, selling apples. (Our operation was apples and cider, initially.) In 1960, we were looking for a place to buy on the main highway. The church we were going to build a new church and no one came along to buy the old one. We made an offer and got it. We put a lean-to on the front, with the three overhead doors. For 15 years, we operated with

the three overhead doors; three years ago we put an addition to the right-hand side, with parking in the front. Between the two overhead doors we had an entrance and our displays and that was basically our store--very small. It grew an awful lot in 15 years. We then decided we either had to give up farming and stop working so hard, or remodel and expand--which was when we put the right-hand addition on. We had to move our house (we should have torn it down) to make more parking. By putting the addition on the side, it gave us room for a cooler, an office, and a kitchen. In the back of the church we attached a 50' x 80' steel building. The salesroom is now 48' x 70', which makes it a pretty good size. There is lots of room upstairs for storage. When we remodeled, we went into the produce business as well, instead of just apples and cider. We sell all types of vegetables and citrus; we already had fruits from our own operation. It is really something. It brings the customers in more than once every two weeks; you get some customers who come in every day, because you have good lettuce or something. You think you can't work any harder, until you get into the produce business. Then, instead of getting up at 6:30 or 5:30 in the morning, you get up at 4:30 to go to market to buy produce. The store is closed at 8:00 at night, but by the time you check out the registers, and do a little book work, it is 9:00. We are closed seven days a year--New Years, Easter, Fourth of July, Memorial Day, Labor Day, Thanksgiving, and Christmas. I think we are going to be closed every Sunday during July and August this year. I'm telling all my help that anyway, and they are glad to hear it. We've got quite a bit more to do--we have ideas--but you never get everything done. We have half-peck, peck, and half-bushel bags. We don't sell anything in bushel baskets--it is all in paper. With the digital scales, we also offer everything by the pound. We have cheese, apples, grapes, red cabbage, lettuce and citrus. We made our display stands out of 2' x 4's from an old chicken house that we tore down, and it looks very rustic. We took the old 2' x 4's, brushed them with a car sander and a wire brush and then put linseed oil on them. That way you don't have to worry about them getting scratched, and they are very rustic and go with the rest of the decor. Of course, in these the entire store is decorated with evergreens. On one of these tours, we saw fireplaces in the roadside market, and it gave us an idea. We wanted a nice fireplace, and we got one with a good wood box--it is all used brick. It is a real focal point for the store, and it really lends atmosphere to the store. I want to make one comment to the fellow that was hoping to get a clear span in his store, and the authorities would not let him. You know, there are a lot of things you can do inside a store with posts. We cover ours with the barn boards, and the Christmas wreathes hang on them; corn stalks go around them in the fall. You've got to have tables to display things on, and your posts are usually up against them. They aren't in your way, if you plan it right. Also, don't let supermarkets scare you. You think they are big giants--they can buy cheaper, sell the whole shebang, and advertise you right out of business. But, if you set up near a supermarket, you are better off than if you are not near a supermarket. Women do shop at supermarkets, but they will stop at your place for the quality. You can charge usually as much, or more, and still make money. It is our third winter in the produce business, and it has gotten to be a big item. I didn't know a thing about produce, but I sure learned. I now do all the buying, managing, and displaying of the produce. Quality is the key word, and merchandising is the second. You can have an item that isn't selling and, if you just start thinking a bit about it--either display it a different way, put it in a different basket, put it in a place where the traffic is--if it is any good at all, you can usually sell it. But, you have to be

on top of it all the while. I was on the phone this afternoon--something happened to the banana display while I was gone. We have a few extra bananas now. I gave them a couple of pointers over the phone on how to get rid of the ripe bananas. I hope, by tomorrow morning, they will all be gone. That is the secret of it, with produce especially--it really goes downhill fast if you aren't right there to watch it. Once it is gone, you just have to throw it out and take your loss.

I see someone from Bishop's is here. We got a lot of good ideas from going to their stand when we first got into the cider business. We really appreciated them and others here giving us tips. Thank you very much.

Q. I'M CURIOUS AS TO HOW PEOPLE PRICE WHEN THEY ARE MARKETING THEIR OWN PRODUCE, THINGS YOU RAISE YOURSELVES. DO YOU USE THE PRICE OF YOUR COMPETITION (THE SUPERMARKETS), OR BECAUSE YOUR PRODUCE IS FRESHER, DO YOU MARK IT HIGHER?

A. Well, you sort of see what the farmers are getting wholesale. You have an idea of what you want to get for your product to begin with--you know what you have in it. I don't pay too much attention to what supermarkets are getting on apples, because I grow them myself. On cider, they are usually way higher or way below me; I just stay at one particular price. I know I have the quality, and I know how much volume I have to sell and make money at the price I set. If the supermarkets are selling below me, I know they don't have the quality; I'm not worried about it at all. I do watch very closely what they are getting for lettuce. Lettuce is a key item, in case someone isn't in the produce business. Lettuce is the thing that brings them in. If you are noted for good lettuce, the rest can just ride along. For the first couple of years, I watched what they were getting for lettuce and I made sure I was at what they were or below. I would change the price every couple of days. Pretty soon I got the word that my lettuce was the best. We are selling probably 20-25 cases of lettuce a week--there are 24 heads of lettuce in a case. A lot of times we sell up to 50 cases of lettuce a week. That probably isn't much to some fellows in the room, but we feel we are moving quite a bit of lettuce. (We have a population of 300,000 within 25 miles radius.) We are 150 miles north of New York City, near Albany and we do have a good population base for selling produce. But at times, you sell at a loss just to move it. If you aren't moving it, you are not advertising right, you are not displaying right, or you are priced too high. The idea is to move at a profit.

I'm Burris Coburn from New Brunswick, Canada. Along with running our roadstand, I have been going to a farmer's market that was established over a hundred years ago in the city of Fredericton. Around 120 farmers patronize this market with produce each year. It is estimated that between five and six thousand people shop there every Saturday morning; the volume of business is in the vicinity of 50,000 plus on that half day. We've been doing that since I was born, and I won't tell you how many years that is. But last year we built a stand of our own. We built it along the Trans-Canada highway which is, of course, the major highway going east/west in Canada. We are living in an area that has a population of 60,000 plus, but being on this highway we are serving a much greater area than that--100,000 or more. One of the things we have done straight along was display

in bulk. We found some bushel hampers in which we displayed nuts for Christmas. One interesting thing, we could not seem to move coconuts until we filled an old apple barrel with coconuts and now we have a job trying to keep it full. It was just a different way of displaying that caught the eye of the people, and they liked it. Incidentally, we didn't get our stand open until the first of August. It is a year-round stand and, hopefully (if the banks don't run out of money), we will succeed in getting through this winter. Next year we are looking for much bigger things. We are going into bedding plants. We have our own apples and our own eggs. We have plums, cherries, blackberries and raspberries. We produce most of the garden vegetables that are needed but, of course, we have to depend on the U.S. for our citrus. We are learning, experiencing something new every day. If you really want some fun, get yourself a roadside stand. On opening day, we started logging a guest book, which we keep at a convenient spot at the stand. In the winter we set down to see from this where everybody comes from. I might say, not too many states of the Union are not represented. There is no province within Canada that is not represented. We have several people from New Zealand, Australia, Tel Aviv, all over Europe and the British Isles; it is rather interesting to have a guest book and see where people are from. If you don't have a guest book, try it. Our building is 52' x 42', and it is built on an old site (about 1 1/3 acres) where a store had burnt down. The outside is done in the native lumber (hemlock) and we stained it to bring out the natural finish. The roof is a bright orange; the building is trimmed in white. We display a lot of our stuff on pallets (since we have moved inside during the winter). We have built stair steps on pallets, and we display our apples there in half-bushel hampers and in half-bushel paper bags. At night, we just take our jack cart and roll them into our cold rooms. This slide shows our plums, cherries, blackberries, and raspberries--also some citrus. The glads are grown by a neighbor and we sell them for him.

I'm Bill Penton from Pentons Country Market, Lorain, Ohio. Most of you are aware that I don't let things go, but I will keep it as brief as possible. For those who aren't familiar with me, I'm Pat Leimbach's brother; Pat is the author of A Thread of Blue Denim and All My Meadows, so I have that claim to fame, if nothing else. My wife, Gunver (both my romantic and professional partner) is here. I have been in this business all my life, and I am ready to retire. I sympathize completely with the lady who had the problem with dusty floral displays--my first word of advice to anyone building a market is to pave the lot. Very frankly, I just can't see any other way. We started like the rest of you, with dust. Today, I just say, "Hey, this is the first order of business--black topped, and then we chip-and-sealed the back part of the lot." That is about one-third the cost of black top; if you are on a limited budget, the chip-and-seal will be just as effective. Over a period of years driving on it, you will get a real hard surface. Dust is just intolerable if you are trying to run a premium-quality operation. In fact, we have gone so far as to close the whole thing up and air-condition; I can't stand the open-air concept, frankly. Yellow jacket and fruit fly infestation, that comes in with the first cool breeze in September, just drove us frantic--particularly in the bakery business.

Here is something I picked up here at the Conference last year, from a fellow from Duluth. It is a truck with a Gambrel Roof barn on it. I told my wife that this was the idea I'd been looking for for 15 years for our logo and we went home and drew this and will use it from now on.

We buy and sell the majority of our produce; we truck it from the Cleveland market. One of our greater innovations was to palletize--move everything on pallets and fork lifts. We have a dock at the rear of the market, and this saves us much time we formerly wasted. We have a greenhouse in the front of the market. The greenhouse concept, of course, comes into play in the bedding plant business, with hanging baskets, and this sort of thing. It is great in the springtime, when bedding plants get going, and for Easter plants. The problem with the greenhouse is what do you do with the thing the rest of the year, especially if it is a focal point of your market, as it is with ours, it is right in front. We've struggled with that one for a couple of years. Trying to air-condition a greenhouse seems ridiculous, but we have built a shade cloth, which we can pull across, and we are going to air-condition it.

We are planning to instigate a year-round, home plant business. I've engaged a grower who operates this on a commission basis. We have great hopes, but, of course, in the middle of the summer the plant business isn't the greatest thing. We keep trying. We go ahead, and we back up.

Here is our orange barrel concept. When we got our orange juice machine a year or two ago, we just took the lid off of a ventilator, drilled a couple of holes in the bottom of the lid, painted the barrel orange, and the water from the ice goes down in the barrel. It is a very effective display technique--the barrel concept. The concept of selling a commercial product probably is as appalling to some of you as it was to me. But, I heard someone speak here a couple of years ago about selling tie-ins. The gentleman selling 25 or 50 cases a week of lettuce--I wonder if he is selling salad dressings? It may be commercial, and it may smack of something that you don't want to get involved in, but the lady who buys all her salads there needs salad dressing--she is not appalled to find it in your farm market. We find that if you can connect things together, go ahead. One little note--a lot of salad dressings are dated; to our dismay, we found that out too late. Use a little discretion in merchandising that kind of an item. Anyone with dated items knows what I am talking about.

I also have a water produce display that I was asked to tell you about. We have a ring of T-jet nozzles (the same as you use in your weed sprayer) around the top, primarily composed of awning fixtures. Pipe fittings don't come in the right angles. We are using extruded metal for backing and for the base (extruded metal comes in much heavier weights than you would get in hardware cloth or something like that). The water comes up through the middle of it from the back. It is on a Paragon time cloth that regulates the time the jets are spraying and we've got a few lights on it. It is extremely effective. One time we had the water going through a tank in the cooler, which is a good idea. But, we moved all our cooling facilities further away, so we had to re-do the system. It takes a 40 or 50 gallon hot water tank, just put it into a cooler, and that would give you a 50 gallon reservoir of cold water. Incidentally, insulate your line the same as you would your refrigeration line, to maintain that coldness on its way to the display. It entails a lot of work. The display is taken down every night and put up in the morning--but it is an extremely effective display. I am a bear for refrigeration. I've got the majority of my cases refrigerated; we cover them all. Any commercial case we bring in, we strip down completely--

take all the chrome off the outside--and we cover it with rough cedar, barn siding or something like that. The idea you are trying to convey is the farm image. Everybody who has spoken before me has carried that theme--the farm image. We like rough cedar because it is so nice to work with. It is one of the most beautiful woods--it is soft, you can rout it out, use it as shiplap or do anything you want with it and it gives you the desired effect--the farm image display. We have about 50 tons of refrigeration to run all our cases. We save two ways: 1) we preserve the produce while we're selling it. We give the customer a fresher, better product and that is what the game is all about. 2) we are also saving labor in putting up and taking down. Even if you are on wheels and use pallets, you have to wheel that into a cooler. At night, all we have to do is throw a piece of plastic over it, and the kids go home. Frankly, it's a high initial investment, but over a period of time, it pays for itself. I have one more item here that I would like to bring to your attention. It is a little humorous ditty on a rather serious matter and that concerns security. Maybe it is a sign of how our business is doing that security has become a problem--not only external security, but internal. This concerns a situation that occurred the day before Thanksgiving this past year. We are in the pie baking business; any of you who are also in that appreciate that the day before Thanksgiving is THE Day. We have two ovens, and each will bake 30 pies--that gives you 60 an hour. If you've got 700 pies ordered, you can't start at 8:00 Wednesday morning and have them all done by 6:00. You've got to start baking pies Tuesday afternoon, bake them all night Tuesday, all day Wednesday, and hope that you get them done. My wife and I usually take this night shift, the graveyard shift. You can imagine how my sentiments are by Wednesday evening. After 24 hours of this I'm kind of stumbling around, half awake, and my market manager says, "Hey, we just caught a girl taking a floral display out to her car. What do you want to do with her?" It is about 6 or 7 p.m. Wednesday--what do I want to do with her? I don't know. String her up from the nearest post! I try to maintain my cool; bring her back. We start through the lecture aspect of it, the whole bit. No, I don't want to call the police. The girl has an older lady with her (supposedly her aunt) who doesn't know anything about what the niece is doing. I wish they would just go away and disappear. Finally, the aunt says, "Im' willing to pay for it." I say, "Fine. Pay for it and go away." We hadn't really sold many of these displays, anyway. So, I go back to my office, try to compose myself, and my manager comes back after a few minutes and says, "I've got something to tell you." What? "You know the lady with the floral display? She wants to pay for it with a check." No way! Thank you.

Q. WITH THE WATER DISPLAY, DO YOU HAVE ANY PROBLEM WITH WET PRODUCE?

A. We have the normal roll plastic bags, which you tear off. It isn't a problem. The water comes on every ten minutes, and you can adjust it from five seconds to ten minutes, if you want. When it comes on, there is always a lot of confusion. Everybody is guffawing, "You got a bar of soap? You can wash your hands." The whole bit. But, I don't find that to be a problem--they like it. Beets with tops, or carrots with tops--all that stuff you can sell. We've got another case for most of the lettuce--romaine, endive, head lettuce; leaf lettuce is optional. I've never had any complaints.

Q. DO YOU REALLY THINK AIR-CONDITIONING IS WORTH THE EXPENSE, ETC.?

A. Definitely! To be honest with you, we haven't got the thing air-conditioned yet. When we got it in we kept blowing fuses and couldn't hook it up. When we get the entire place cooled, there is no question in my mind that we will reduce shrink considerably. But, it is mainly for the comfort factor. When you get someone in your store, you've got to make them comfortable. Let's face it--there are almost no commercial ventures today that aren't air-conditioned. If you are in an area where things get warm, people just expect it. I don't think of air-conditioning as a commercial thing, particularly. Especially, if you maintain other little details, like the wood factor, the dress of your employees, and a few tractors in the parking lot. You don't destroy the farm image by having the place comfortable. It doesn't have to be dusty, dirty, and uncomfortable. It is just like carpeting on the floor; as you know, flooring is a problem in a market. Concrete has its problems--you can paint it, but the paint doesn't stay down. You can put tile on it, and sometimes the tile stays down. Roger Powers (from New York state) told us that he put indoor/outdoor carpet down and glued it. So, last year we got 1800 feet of it and glued it down. So far, it looks real good; keep your fingers crossed. It made things quieter and it is not too bad to clean. If you get a real bad mark on it, you get a Wet-N-Vac vacuum cleaner and go at it with that. It is a third of the cost of tile, so if you get three years out of it. Of course, if you get tile down properly it will last indefinitely. But, you sure get tired of it and maintaining it is a problem sometimes. Frankly, the best floor is terrazzo floor, if you are building a new market. But, you've got to have bought gold at \$32 an ounce and sell it today at \$630 if you are going to afford terrazzo.

Q. WHAT COLOR IS YOUR CARPET?

A. We have light green, and it seems to work out nicely. There are only three or four different colors; you don't have a whole lot of choice. For our purposes, the light green seems to work out well and you don't notice it too much.

Q. WITH ALL THAT REFRIGERATION, DOESN'T IT KEEP THE PLACE PRETTY COOL?

A. Definitely, we get a lot of assist in the summertime from that. That is another reason we are going to air-conditioning. We are fighting ourself, drawing all the cold air out with our fan. If you are going to have a lot of refrigerated displays, it is almost imperative that you air-condition to keep that air in. By the same token, we put most of our compressors right above one part of our market, so we are reclaiming our heat from that. We have fans in that room that blow down into the salesroom. At this time of year, we can just about heat the whole place with the reclaimed heat from those units. We insulated that room considerably. There is a new unit on the market today that reclaims the heat from the compressors and will do the whole thing and only cost you about \$15,000. That may sound like a lot, but when you start to heat, and when you start to cool, and when you start to

air-condition, you have a lot involved in a hurry. This unit rather appeals to me, if I were starting new. But, when you are in midstream and you have to utilize what you have, these are some of the ways you go.

Q. COULD YOU TELL US IF SHOPPING CARTS DO ANYTHING TO YOUR CARPET?

A. No, they don't seem to affect it at all. This indoor/outdoor carpeting is real tight, so they roll very easily.

WESSEL:

Anyone else bring some slides? Larry Holdren said they had another part of their operation that he wanted to tell us about, if we had some time. So, let's go back to Larry while we are loading up the next group.

HOLDREN:

I wanted to tell you a little story about our Apple Tree Shop. It started out as our plant area. We needed a place to store our plants because, in our area, we have late frost until around May 10th. By the time my father and I had figured out that we needed this building, my mother and my wife got involved so it is a gift shop, now. We lost our plant area and had to add one a year later. We cut one of our apples trees from the farm. It is 16' high, branches and all and it sits in a box of about 4' x 4' concrete; it is a very effective way to display things. I have to admit, it was my wife's idea and I thought she was absolutely crazy for putting a tree in the middle of a building. But, it is probably one of the smartest things we ever did. Probably 75 percent of our merchandise comes from the Columbus Gift Mart; the other 25 percent is locally done or handmade. We are now also into the furniture line. My wife's an interior decorator, and she couldn't stand to not sell furniture. It is all-wood furniture, handmade in Berkley Springs, West Virginia. We have the old-fashioned cash register (an old brass register which we used at the farm) on the counter. Our railing is quite unique--my father never throws anything away. He saved skids, and the rails are old skids that we have torn apart and used for railing. It has worked pretty well. Note the old roll top desk. It is a fairly popular item. We are also into pewter and brass lines, clocks, this type of thing. We also sell quite a few candles. Baskets are a big item with us; I don't know what percentage of sales, but we sell a lot of baskets. For some reason, we can't sell them in the market at all, even if we mark them cheaper. But they will come to the shop, pay twice the price, and just grab handfuls of them. I don't understand the rationale, because we display them the same way in the market, but they just won't sell. We also have a local person who does stained glass for us. If someone has a particular size or design they want, he will do it. We also have some local pottery to sell. We've used a lot of old antiques in the shop, although we don't sell any antiques. We have a sewing machine and an old ice chest (which has been in the family for years) which we use for display pieces. We carry a line of all-oak bathroom furniture out of California. It is not a big mover, but it is an eye catcher, and sets a nice display for our bath area. The dishes we are into are mainly pottery, stoneware - that type of thing. This coming year we are thinking of adding a bridal

service to it. We also sell a lot of canister sets. My father has collected a lot of family heirlooms. They all have to do with the apple business--our family has been in apples for probably 70 or 80 years. Thank you.

WESSEL:

I think we have one more group, and that is probably going to take us very close to 5:00.

I'm Betty Low Applegate from Freehold, New Jersey; with a name like Applegate you can't go wrong if you marry an apple grower. That is exactly what I did! (Although the family had the business, they had never called their business Applegate Farms because the thought never occurred to them). We are close to the shore, in historical land. The Battleview name came about because part of our orchards were utilized during the Battle of Monmouth; Molly Pitchers Well is on our property. Some of our men have discovered cannonballs while cultivating through the years, hence the name Battleview Orchards. We are in a rural area, even though we have a lot of population within a half of a mile from our orchard. My husband and I took over the business seven years ago. At that time we decided we needed to go into retailing in a larger way. Prior to that, we were selling in the old barn and not retailing in any large way. I was teaching school but I felt if it was to be our business I wanted to be part of it. We are open every day except holidays. We have gone into produce, but we started with just apples. We make our own cider and cider doughnuts. But, the produce does bring people in through the winter months. I have a manager who works with me; he is very skilled and quality minded. We go to the Philadelphia market once or twice a week, to try to keep good, fresh produce. At a competitive price, I might add, with your supermarkets. I think that is important. When I do my food shopping each week my job is to bring back the prices in our local supermarket. I am the retailer; my husband, Jack, is the grower. He manages the pick-your-own operation. We try to run three businesses together. Sometimes we have a few conflicts, but we try to know each other's roles. We should do something with the interior of our building. We started out with just white cinderblock, because this was an inexpensive way to build. Some of you are really motivating me to do some rustic improvements. The store was always going to be covered with panel but, of course, we never found the money to put it in. We also should hardtop; this really would improve our store. We have a cement floor. Before the cider bar, we give out free samples--this is something we've tried to do to promote the friendly selling atmosphere. Our clerks give everybody a cup of cider when they first come in the door. The floor is full of spilled cider, and I just can't quite bring myself to think what it would be like if we put carpet down--especially on a busy Sunday in the fall. It would definitely add a lot of warmth to the inside of our store. We have a packing plant adjacent to the store. When we pack for the store or for wholesale, in three-pound bags, we try to let the public see the operation. This makes a real farmy atmosphere. Our retail customers are encouraged to come into the packing room; then they know they really get fresh apples. It is an attraction if you keep it under control; there is a lot of equipment around. We have to give organized tours, and the customer really feels he is down on the farm when he sees these apples going over the grader.

We started to put in six acres of strawberries last year, our first strawberry pick-your-own. This year, we decided we had been well-known for apples and peaches in the area, so we had a Strawberry Festival. It was a fun day; the weather was good but, it was a lot of work. We recruited some of our old retirees who worked in our pick-your-own to come. We made shortcake, and did a strawberry puppet show, "Mr. and Mrs. Strawberry in the Strawberry Patch." We tried to teach the children how to pick strawberries--not to walk on Mr. and Mrs. Strawberry's heads. Little Bucky Berry was there, and Betty Berry, and they didn't want people to pick their little white friends (white strawberries). We had good attendance; it stirred up a lot of strawberry interest. We invited a lot of our food editors from the local newspapers and we got one good story. Thank you.

WESSEL:

Any questions? I want to express my appreciation to you; we got a good crowd. I've enjoyed listening to your experiences; I hope you've enjoyed each other's experiences. Anything more that we can do to help you enjoy the conference, let us know. We'll see you all at 5:30.

R O S T E R

Registered Participants
20th Annual Ohio Roadside Marketing Conference

EXHIBITORS

- AGRI-SERVE, INC., Karl Sherrets, L. B. Ketner, P.O. Box 425, Centerburg, OH 43011 (safety equipment)
- AHRENS STRAWBERRY NURSERY, Philip Ahrens, RR 1, Huntingburg, IN 47542 (strawberry plants, grapevines, raspberry, blackberry and other small plants) 812-683-3055.
- ANDERSON BOX COMPANY, INC., Strother Brann, Dave Shipps, John Granath, Robert Parker, P.O. Box 1851, Indianapolis, IN 46206 (packaging for agriculture, horticulture and poultry industry) 317-262-0387.
- APPLACRES, Thommie Engler, RR 11, Box 288A, Bedford, IN 47421 (sorghum, honey, apple butter, candies, jellies, popcorn, spices) 812-279-9722.
- ASGRO SEED COMPANY, Eric Berry, William Liddell, 112 E. Allen Street, Mechanicsburg, PA 17055 (vegetable seed, lite-coat processed seed for precision planting, Stanhay Precision planters) 717-766-7608.
- BALLY CASE & COOLER, INC., Walter Stoudt, Nick Melcher, Charles Taylor, Randall Wierzbicki, Bally, PA 19503 (Prefab walk-in coolers, freezers and refrigerated buildings) 215-845-2311.
- BLUE HOLE HONEY, Mrs. Melvin Myerholtz, Rt. 1, Castalia, OH 44824 (honey and items).
- BOUNTIFUL RIDGE NURSERIES, INC., H. George Kemp, June Alexander, P.O. Box 250, Princess Anne, MD 21853 (nursery stock) 301-651-0400.
- BUCKEYE CONTAINER CO., Chuck Villard, P.O. Box 16, Wooster, OH 44691 (corrugated paper, fruit and produce containers) 216-264-6336.
- CALICO COTTAGE CANDIES, INC., Mark Wurzel, Larry Wurzel, Leonard Wurzel, Tom Devine 11 Crescent Street, Hewlett, NY 11557 (equipment and ingredients for simplified method of making home-made fudge) 516-374-4460.
- CHEF PIERRE, Joe Greene, Ron D'Epifanio, Greg Couch, Emily Williams, P.O. Box 39, Grove City, OH 43123 (Chef Pierre pies) 614-875-1171.
- CORDAGE PACKAGING, Frank Cannon, Mike Nieport, Eloise Millhouse, Lois Velts, Bob Ullrich, Joe Cannon, Lois Warrick, 66 Janney Road, Dayton, OH 45404 (paper apple and peach bags, poly apple bags, cider labels, various other labels, plain poly bags, printed tape, paper and poly potato bags and various other items) 513-233-2211.
- DEWEY CARTER SIGN SYSTEMS CO., John Kurilla, Vilma Kurilla, Debbie Kurilla, 242 Wood Street, Doylestown, PA 18901 (sign making equipment, sign supplies, changeable copy signs) 215-348-8880.
- DIGI-SCALE SYSTEMS, INC., John Gray, Leslie Thompson, James Heck, Harvey Mayer, Ramona Gray, Jerry Parker, Dick Maggs, 9739 Taylor Court, Pickerington, OH 43137 (Digi scales, globe slicing machines and cheese cutters) 614-237-4427 or 614-866-5253.
- DUFFIELD MANUFACTURING, Jack Duffield, Rt. 3, Spenser, WV 25276 (greenhouse construction, equipment and supplies) 304-927-4650.
- EATON FARM PRODUCTS, Jeanne Tonkin, Burbank Road, Sutton, MA 01527 (candy) 617-865-5235.
- FARM MARKETS OF OHIO, Ron Miller, Steven Barker, Paul Slade, Sharon Stackhouse, Becky Lawrence, Hank Milstein, 35 E. Chestnut Street, Columbus, OH 43216 (cooperative organization supplying all farm market related items) 614-225-8949.
- FERRY MORSE SEED COMPANY, Ed Nelson, Bruce Watson, P.O. Box 488, Fulton, KY 42041 (flower and vegetable packet seed and allied products) 502-472-3400.
- GIFT BASKET SUPPLIES, Robert Kresser, Charles Kresser, Richard Spearin, Ryan York, 65 N. Main Street, Brockton, MA 02401, 617-583-5900.
- GOLD MEDAL PRODUCTS COMPANY, Jim Barnes, Bob Wheaton, Mike Barnes, Darryl Meadors, Jim Dannemiller, Dick Troup, 1825 Freeman Avenue, Cincinnati, OH 45214 (cider/slush equipment, cotton candy, sno-kone equipment, candy apple and caramel apple equipment, popcorn machines, flavors for cherry apple cider, hot dogs) 513-381-1313.

- GRAY'S ORANGE BARN, Dave and Evelyn Gray, Box 220, Lady Lake, FL 32659 (citrus-tropical jellies, orange blossom honey, citrus accessories) 904-753-3101.
- HENDRIX AND DAIL, INC., Charles Taylor, Robert Habla, Mike Colwell, Chris Furman, Box 187, Newark, OH 43055 (soil fumigation) 614-323-4600.
- HOL'N ONE DONUT COMPANY, Ron Stryker, Kathy Everitt, Steve Burgstrom, John Kundracik, Howard Everitt, 7067 Huntley Road, Columbus, OH 43229 (donut supplies and equipment) 614-888-4400.
- HORTCO OF OHIO, INC., Jack McKnight, Warren Downing, Kenneth Breece, 11200 Mill Road, Box 243, New Carlisle, OH 45344 (horticultural supplies) 513-845-9406.
- HOWD ENTERPRISES, Robert Howd, Robert Cole, 282 Highgrove Blvd., Akron, OH 44312 (magnetic sign machine) 216-794-0357.
- HYGROPONICS INC., Dan Brentlinger, Marilyn Brentlinger, 300 Lake Road, Medina, OH 44256 (hydroponic greenhouse systems, year round tomato, lettuce and cucumber growing units) 216-723-2666.
- KENYON & KENYON, Jim Kenyon, Tom Kenyon, P.O. Box 84, Loveland, OH 45140 (gourmet foods, candies, gift packs) 513-677-0888.
- LEATHERMAN'S INC., Howard Shaffer, Brent Woodford, Ed Block, 1221 East Tuscarawas, Canton, OH 44707 (vegetables, chemicals and supplies) 216-452-8866.
- LIBERTY ORCHARDS CO., Jim Kenyon, Tom Kenyon, P.O. Box 84, Loveland, OH 45140 (aplets, cotlets, grapelets) 513-677-0888.
- MICHIGAN ORCHARD SUPPLY COMPANY, Rodney Holbrook, 73rd Street, P.O. Box 231, South Haven, MI 49090 (baggers-size irrigation equipment) 616-637-1111.
- MITCHELL EQUIPMENT, INC., Ron Branom, Don Mitchell, 6969 Industrial Pkwy., P.O. Box 117, Dublin, OH 43017 (Howard rotavator, tillage equipment) 614-889-2600.
- MOBAY CHEMICAL COMPANY, Betsy Couchman, Romona Hayne, Box 4913, Kansas City, MO 64120 (ag. chemicals) 816-242-2000.
- NCR CORPORATION, Tom Shidaker, Peggie Bihr, Tom Shinkle, Debbie Tinsley, Gerry Donahue, Ed Royer, 1700 S. Patterson Blvd., Dayton, OH 45479 (2125-1502; 2140-1500) 513-449-2030.
- NEW BRUNSWICK FARM ASSOCIATION, Lorne Enright, Mary McCade, Helen-Marie Taylor, Daniel Williams, Dept. of Agriculture, P.O. Box 6000, Province of New Brunswick, Fredericton, New Brunswick, Canada E3B 5H1.
- ORCHARD EQUIPMENT AND SUPPLY COMPANY, Norman and Thelma French, Rt. 116, P.O. Box 146, Conway, MA 01341 (juice presses and related equipment and supplies) 413-369-4335.
- PATTERSON'S CANDIES, Chuck and Dianne Zahniser, RD 9, Box 342, Meadville, PA 16335 (candies) 814-336-4180.
- PAYTON DISTRIBUTORS, Joseph and Helen Payton, 4751 Shiloh Springs Rd., Clayton, OH 45315 (Olbas, swiss liquid herbs) 513-837-1553.
- PENNSYLVANIA DUTCH CO., Wayne Robinson, 117 Pinewood Drive, Columbus, OH 43213 (candy and gourmet foods) 717-486-3496.
- PENNY MACHINE OF OHIO, Paul Clark, Jim Clark, Barbara Clark, P.O. Box 1202, Piqua, OH 45356 (penny machines and mirrors) 513-773-7707.
- RAIN CONTROL, INC., Bruce Timko, Mark Amsler, Steve Kutzley, 120 W. Main St., Hudson, MI 49247 (irrigation equipment manufacturers) 517-448-3651.
- RED HEAD POPCORN, Sally Bevier, Ken Burrer, Charlene Burrer, Rt. 1, Box 466, Shelby, OH 44875, 419-896-2992.
- RICHARDS MAPLE PRODUCTS, Paul and Clara Jean Richards, 545 Water Street, Chardon, OH 44024 (pure maple syrup and candy) 216-286-4160.
- SHAPIRO BAG CO., Mike Shapiro, Charles Shapiro, 632 Plymouth N.E., Grand Rapids, MI 49505, (paper handle bag, poly draw string bag, various poly bags) 616-459-4649.
- STOKES SEEDS, INC., Al Stankie, Harold Rabung, 737 Main St., Buffalo, NY 14240 (quality flower and vegetable seed for the 1980 season) 716-856-0305.
- STUDEBAKER NURSERIES, INC., William R. Studebaker, Vicky Franke, Toni Duello, Jeff McMullen, Dick Overmeyer, Carol Studebaker, 11140 Milton-Carlisle Road, New Carlisle, OH 45344 (nursery stock and plant material) 513-845-3816.
- TRICKL-EEZ COMPANY OF SOUTH EASTERN MICHIGAN, John Ramsey, 41505 I-94 Service Drive, Belleville, MI 48111 (irrigation) 313-699-2744.

UMBAUGH POLE BUILDING CO., INC., Bill Fisher, James Matteson, 3777 W. State Route 37, Delaware, OH 43015 (Umbaugh offers over fifty pre-engineered pole buildings as standard along with special design capability where required) 614-363-1901.

VAN ATTA AND SEED AND IMPLEMENT CO., Theodore Ruwe, Wayne Baker, H. Gordon Sarchet, Homer Van Atta, Russ Beirsdorfer, 3210 Spring Grove Avenue, Cincinnati, OH 45225, (sprayers, ag. equipment, fertilizer, chemicals, hort. supplies) 513-541-2051.

WATER SUPPLIES, INC., Dave Bowser, 1260 Middle Rowsbury Road, Ashland, OH 44805 (Myers sprayers) 419-322-1565.

WEBB SALES (W.H. WILDMAN CO.) Bill Webb, Rod Gray, Box 574, Ravenna, OH 44266 (spices, candy).

WILLIAMSTOWN IRRIGATION, David and John de Graff, Williamstown, NY 13493 (manufacturing and distributors of irrigation equipment) 315-964-2214.

WOLF CREEK CO., Gary Shepard, Wayne Beavers, Mike Wilazynski, 6051 Wolf Creek Pike, Trotwood, OH 45426 (irrigation) 513-854-2694.

*REGISTERED PARTICIPANTS

Adae, Howard and Alice, Jo and Robert Colthar, A & M Farm, RR 1, Midland, OH 45148,
513-875-4533, Buy P Cs Sell A Ci.
Addison, Richard and Hester, 5673 Short Road, New Carlisle, OH 45344, Sell SC
Aichholz, Tim and Sally, Aichholz Farm Market, 2532 Concordgreen Drive, Cincinnati, OH
45244, 513-232-1987.
Aldrich, Harold, N.Y.S. Dept. of Agriculture, 176 Niagara Front. Food Term., Buffalo, NY
14206.
Alexander, Scott and Jeanne, 520 Amanda Northern Road SW, Amanda, OH 43102.
Anderson, Tom, Anderson Fruit Farms Roadside Market, Rt. 1, Toone, TN 38381, 901-658-5524,
Sell Ci.
Applegate, Norman and Betty Lou, Battleview Orchards, RD 1, Wemrock Road, Freehold, NJ
07728, 201-462-0756.
Atherton, Ralph, Atherton Farm Market, 6360 River Road, Harrison, OH 45030, 513-738-1715,
Buy A Sell Pt.
Babb, Bob and Cindi, Babb's Farm Market, 8605 Mt. Vernon Road, Saint Louisville, OH
43071 614-745-2959 Buy P A T Sell SC T Cg Pp Gd Pu Sq.
Baker, Myron and Lois, Maplewood Orchards, 3712 Stubbs Mill Road, Morrow, OH 45152,
513-932-7981 Buy A P Sell A Ci G.
Baker, Victor and Maxine, Sunny Slope Orchard, 14961 Millersbury Road, Navarre, OH 44662,
216-833-9415.
Barnitz, Robert, Coren, William, Sue, Edith McMillion, Bob's Market & Greenhouses,
P.O. Box 67, Mason, WV 25260.
Batzler, James and Susie, Batzlers Vegetable Stand, 8762 Granville, Milwaukee, WI 53224.
Baughner, Allen and Margie, Stanley Dabkowski, Baughner's Fruit and Vegetable Market,
1614 Old Taneytown Road, Westminster, MD 21157.
Baushke, Ed, Baushke Family Farms, 3334 Hicks Avenue, Benton Harbor, MI 49022, 616-925-6949
or 616-925-6645, Sell P Sb Cr Bl Pl A.
Beahrs, Phillip, Rt. 3, Box 5B, Racine, OH 45771.
Beard, Marvin, Patricia and Scott, Marvin's Fruit Farms, 9943 St. Rt. 571, Arcanum, OH
45304, 513-947-1771.
Beck, John and Carolyn, Uncle John's Cider Mill, R 3, U.S. 27, St. Johns, MI 48879
517-224-3686.
Beckwith, Charles and Mrs. Beckwith, The Cider Mill and Gift Shop, 7471 Westlake,
Kent, OH 44240.
Bednarczyk, Thomas, Gerald Brown, Tom and Jerry's Gardenland, 11208 Lower Valley Pk.,
Medway, OH 45341.
Beier, Gordy, Gordy's Farm Market, 2999 Miller Trunk, Duluth, MN 55811, 218-722-8666, Buy A.
Belzer, Paul and Lois, Paul Belzer Orchards, Rt. 2, Box 2062, Wapato, WA 98951,
509-877-4359, Sell Cr Ap Pe Pr A P.
Bender, Richard, Bender's Farm Market, 3725 Minor Road, Copley, OH 44321.
Beni, E.W., Margaret and Jim, Candiana Olde Tyme Village, 430 Metter Road, Ridgeville,
Ont., L0S 1M0
Bergman, John and Donna, Mike and Gail Tudico, Bergman Orchards, 4562 E. Bayshore Road,
Port Clinton, OH 43452.
Bernath, Gary and Kathi, Bernath Produce, R 3, Delta, OH 43515, 419-923-3336.
Bertsch, Robert and Alice, Bertsch's Country Store, 802 Bardshar Road, Sandusky, OH
44870, 419-625-4377.
Beyer, Charles and Judith, Rosanna Smith, Beyer's Orchard, Rt. 2, Box 124, Paducah, KY 42001.
Bigl, J. David, Dav-Lin Orchard, 6321 Federal Road, Cedarville, OH 45314, 513-766-5737 Buy A.
Bihl, Mildred and James, Bihl's Farm Market, R 2, Box 17, Wheelersburg, OH 45694,
614-574-2551.
Bishop, Albert and Barbara, Keith and Debbie, Bishop's Orchards, 1355 Boston Post Road,
Guilford, CT 06437.

*The coding information on buying and selling is on page 347.

Blackwell, Roger, Ohio State University, 1775 College Road, Columbus, Ohio 43210.
Bogue, David and Carol, Bogue and Tillman Produce, RD 1, Bluff Point, NY 14417,
315-536-6718, Sell G.
Boose, William and Rita, Boose's Farm Market, Rt. 61 East, Norwalk, OH 44857, 419-688-0790,
Buy P Sell SC Sb Cg A Pp Sq M
Borneman, Herman and Elizabeth, Knob View Farms, Masterson Le., New Hope, KY 40052.
Bourgin, Gordon and Kay, Orchard Ridge, 77 North Street, Logan, OH 43138, 614-385-3630.
Bowdler, Harold and Jean, Harold Bowdler Market, 1800 East Prospect Road, Ashtabula,
OH 44004, 216-993-6066, Buy CLFV Ch Sell CLFV.
Bowman, Allen and Judith, Hillside Orchard, 2397 Center Road, Hinckley, OH 44233, Buy P A.
Boyne, David, Ohio State University, 2120 Fyffe Road, Columbus, OH 43210.
Branstool, Marshall, Gene, Mary Joe, Edna Darling, Branstool Fruit Farm, 6360 Johnstown-
Utica Rd., Utica, OH 43080.
Breedon, Dick, Rick and Marge, Fran Hertel, Cress Nebgen, Ellen Dierker and Fred,
Wauconda Orchards, 1201 Gossell Road, Wauconda, IL 60084, 312-526-8553.
Brentlinger, Norman, Brentlingers Farm Market, 6591 Valley Pike, Dayton, OH 45424.
Breon, Willard and Helen, P.B.F. Farms, West Lafayette, OH 43845, 614-545-6332.
Brick, David and Mikel, Brick's Farm Market, Rt. 3, Box 203, Swanton, OH 43558, 419-826-1836.
Brinkman, Rex, Mr. & Mrs. Bert Gatliff, Mr. & Mrs. Donald Higgins, Brinkman's Turkey
Farms, Inc., 16314 St. Rt. 68, Findlay, OH 45840.
Bristol, William and Carolyn, Hy and Ruby Goldstein, Brookwood Fruit Farms, 80939 Kioner,
Almont, MI 48003, Buy Ci JJ Sell A P Pe
Brooks, Bill, Ohio State University, 2001 Fyffe Court, Columbus, OH 43210.
Brown, Stanton and Jane, Brown's Harvest, 60 Rainbow Road, Windsor, CT 06095, 203-688-1343.
Brux, Louis and Kathryn, Brux Orchards, R.R. 1, Box 109, Mauston, WI 53948, 608-847-7028.
Buckley, Jack and Jean, Buckley's Fruit Farm, 2950 Liberty Keuter Road, Lebanon, OH
45036, 513-932-2346.
Burczyk, Charles and Shirley, Burczyk's Farm Market, 11611 W. Donges Bay, Mequon, WI
53092, 414-242-2198, Buy A P G Pl Sell Pu Pt T.
Burger, Delbert and Viola, Burger Farm & Garden Center, Inc., 7849 Main St. (Newtown)
Cincinnati, OH 45244, 513-561-8634.
Burnham, Joseph and Martha, Burnham Bros. Orchards, St. Rt. 113, Berlin Heights, OH 44814.
Burrer, Kenneth and Mary Jane, Spring Hill Fruit Farm, Rt. 2, Shiloh, OH 44878,
419-896-2866, Buy P Pl Sell A Ci M Sq.
Burrows, Jack and Lorna, Farmer Jack's Gardens, RR 1, Unionville, Ont. Canada L3R 2L6.
Bussell, Al, Al Bussell Ranch, Rt. 4, Box 433, Bakersfield, CA 93309, 805-589-3317
Callaway, Vanessa, Ohio Farmer, 1350 W. Fifth Avenue, Columbus, OH 43212.
Carlson, Franklyn, Carlson Orchards, Rt. 110, Harvard, MA 01451, Sell A Ci.
Carson, Jan, Pennsylvania Farmers Association, Box 736, 510 S. 31st St., Camp Hill, PA 17011.
Carter, Homer, Ken Ackers, Rm 608, Fed. Bldg. 200 N. High St., Columbus, OH 43215.
Chudleigh, Tom, Chudleigh's Apple Farm, RR 3, Milton, Ontario, Canada L9T 2X7, 416-878-2725.
Clark, William, Gleason Kisner, Sbae Roadside Market, Moorefield, WV 26836, 304-538-6382.
Cobbledick, Bob, Ministry of Agr. and Food, Soils & Crops Branch, Vineland Station,
Ont., Canada L04 2E0.
Coburn, George and Burris, Boyce Farmer Market, George St. Fredericton, New Brunswick.
Coleman, Kermit, Beatrice and Gary, Coleman's Farm Market, 9455 Vreeland Rd, Ypsi, MI
48197, 313-483-1819, Sell SC MM Pu.
Comover, F.C., Big C & S Farm, 6329 Redlion, Franklin, OH 45005.
Congrove, Thomas and Beckie, Fruit-Full Acres, Inc., 19817 Raymond Rd. Marysville, OH
43040, 513-642-3781, Sell SC T Cc Ps Bn.
Conklin, Mary, Sietsema Orchards, 3271 Knapp NE, Grand Rapids, MI 49505, 616-363-0698.
Cooper, David and Miriam, Coopers Country Market, 4031 S.R. 19, Bucyrus, OH 44820,
Buy Sb R Cr P A Sell C Pu Pp GB T.
Copeland, Theresa and Joseph, Copeland's Breezy Knoll Orchard, 8015 N. Mulberry-Grove
Rakestraw Rd., Covington, OH 45318, Sell H A.
Cornett, Bruce and Carol, Ridgeville Orchards, 7009 St. Rt. 48, Springboro, OH 45066,
Buy BP P A Sell M.

Cotant, William and Marilyn, Cotant's Farm Market, 2712 Bedford Road, Hastings, MI 49058.
Couch, Robert, Dayton Bag & Burlap, 322 Davis, Dayton, OH 45403.
Couture, Robert and Yvette, Locust Grove Orchard, Rt. 4, Box 66, Peebles, OH 45660.
Cox, John, Mark and Tim, Oden Valley Market, Box 62, Adams Mills, OH 43801, 614-829-2893
or 614-622-2174, Buy T M P.
Crawford, Denver and Cheryl, Smith Farm Market, 3341 Winchester Pike, Columbus, OH
43227, Buy P M A.
Cross, Paul, Cross Farms, Rt. 2, Racine, OH 45771.
Cybulsky, Ken, The Strawberry Patch, 92 Dorchester Ave., Selkirk, Manitoba, Canada.
Davis, Art and Barbara, Melrose Orchard, 1618 Portage Road, Wooster, OH 44691.
Davis, Bruce, Bon Day Farm, 6960 Co. Rd. 550, Frankfort, OH 45628.
Davis, David, Davis Orchards, RR 1, Clayton, IN 46118, 317-839-0898.
Death, Ronald and Linda, Fred and Lois Daw, Greenbrae Orchards, RR 1, Ashburn, Ontario,
LOB 1A0, 416-655-3217, Buy Pt Ci Sell A St.
Deeter, Dean and Marsha, Deeter's Market, 1045 N. Leonard Rd., Covington, OH 45318,
513-676-2787.
DeJong, Kenneth and George, DeJong Bros. Farms, Box 372, Oak Glen Station, Lansing, IL 60438.
Demskey, Henry and Esther, Demsky's Fruits and Vegetables, RD 2, Blossvale, NY 13308.
Depp, Phillip, Terry Hutchens, Lee's Apple Orchard, Rt. 8, Liberty, KY 42539,
606-787-6367, Sell A.
Diehl, Jack, Sally, F. Edwin, Doris, Diehl's Orchard and Cider Mill, 1478 Ranch Road,
Holly, MI 48442, 313-634-8981.
Donnermeyer, Joseph, Ohio State University, 2120 Fyffe Road, Columbus, Ohio 43210,
614-422-2701.
Dowd, Les, Dowd's Fresh Fruit Hut, P.O. Box 62, Hartford, MI 49057, Sell A.
Drake, Herschel, Cooperative Extension Service, 1001 S. Main St., Dayton, OH 45409.
Dull, Charles, Manager, Retail Farm Markets Div. PFA., 532 E. Emaus, Middletown, PA 17057.
Dziech, Clifford, Ruoff Family Farm, 9579 Brehm Road, Cincinnati, OH 45247, 513-385-6295.
Ebbert, Jerome and Dorothy, Ebbert Fruit Farm, Rt. 4, St. Clairsville, OH 43950,
614-695-1019.
Eckelbarger, Nelson, Scott and Eugene, Mid West Coop, 6920 Hartzell Rd., Ft. Wayne, IN 46816.
Eckert, Lary and Tom Dahm, Eckert's Country Store, RR 1, Belleville, IL 62221,
618-233-0513, Sell A.
Elbon, Warren, Doris and Wayne, Elbon Farm, 3669 Oregonia Rd., Oregonia, OH 45054.
Epp, Ben, Mountian Flower Honey, Box 218, McCreary, Manitoba, Canada.
Erven, Bernard and Linda, Ohio State University, 2120 Fyffe Road, Columbus, Ohio 43210.
Eshleman, Richard and Elizabeth, 616 E. McPherson, Clyde, OH 43410.
Eyssen, Bill, Jane, Dave and Sue, Mapleside Farms, 294 Pearl Rd. Brunswick, OH 44212,
Buy V Gf Ch P F.
Fechek, Frank, Frank's Fruit Farm, 4308 Kemp Rd., Dayton, OH 45431, 513-426-6916.
Feller, Arnold, Taconic Orchards, RD 2, Box 66A, Hudson, NY 12534, 518-851-7477 or 851-7482.
Feller, Irwin and Diane, Feller's Farm, 1885 Westbrook Rd., Dayton, OH 45415, 513-837-0304.
Fetters, Tery, Oregon State University, Extension Hall 316, Corvallis, OR 97331,
503-754-2942 or 754-0068.
Fletcher, Robert and Linda, Fletcher's Orchard and Market, 4416 Hwy 63 N, Columbia, MO
65201, 314-449-4397.
Flynn, William and Susan, John Galvin, Johnny Appleseed's, 6 Norwegian Wood, Tolland,
CT 06084.
Foard, Bill, John Rencher, Valley View Farms, 11035 York Rd., Cockeysville, MD 21030,
301-666-2058, Sell SC T WM C Pu IC Gd.
Foster, Paul and Joyce, Oden Valley, Rt. 1, Conesville, OH 43811.
Friday, Paul and Debra, Farmer Friday's, Friday Rd., Coloma, MI 49038, Sell P.
Friebel, Dick and Denise, Debbie Spangle, Amy Albert, Janet Stover, Friebel's Farm
Market, RD 4, Wareham Rd., Shelby, OH 44875, Sell MM.
Fulton, William, Joyce, Tom and Barbara, Bob and Pat Fink, Ben Fulton, Fulton Family
Farms Mkt., 1709 South St. Rt. 202, Troy, OH 45373.

Funt, Richard, Dept. of Horticulture, Ohio State University, 2001 Fyffe Court, Columbus, OH 43210.

Gammie, William and Jackie, Quarry Hill Orchards, Mason Rd., Berlin Heights, OH 44814, Sell A P Pe.

Gardner, Monte, Sanitarian, Montgomery Co. Combined General Health Dist., Bureau of General Services, County Government Plaza, 451 West Third St., Dayton, OH 45422.

Gaskill, Richard and Doris, Lance Smotherman, Saline Orchards, 9365 Saline-Milan Rd., Saline, MI 48176, Sell A.

Gasteier, J. Philip, Mary Ellen and Chris, Strawberry Hill Farm, 6712 Portland Rd., Sandusky, OH 44870, 419-359-1171, Sell SC St IC Sq.

Gastier, Ted, Donna Gastier and Mike, Linda Boone, Dave Charville, Jeanette Hochstedler, Gastier's Farm Markets, 1902 Strecker Rd., Milan, OH 44846, 419-499-2985, Buy FVOS, Sell MM.

Gembrowski, Tony, Charles Carrico, Ted Martin, Apple Valley Market, 1100 St. Joseph U.S. 31, Berrien Springs, MI 49103.

Gerstner, Paul, County Extension Agent, 119 S. Barron St., Eaton, OH 45320.

Gesualdo, Thomas, William McDonald, Mark Ciotoli, Orchard Markets Inc., Rt. 34, Box 4, Colts Neck, NJ 07722, 201-462-1989.

Getz, Dick, Harvest Travel, 333 Hanna Bldg., Cleveland, OH 44115.

Gilfilen, Edward, Old Field Equipment Co., 5037 Brown Co. Inn Rd., Lynchburg, OH 45142.

Gilliland, John and Alma Jean, Gilliland Orchards, 3180 Waterlevel Hwy., Cleveland, TN 37311, 615-472-4891.

Gleeson, Gene, Darlene, P.O. Box 51, Albany, IN 47320, 317-768-7781.

Goedde, Gerald, County Extension Agent, 201 W. Main St. Box 130, Troy, OH 45373.

Goodwin, Thos. and Gloria, Paul and Judy Cuates, RR 4, Trenton, Ontario, Canada K8V 5P7.

Gorden, Todd, Gorden Farms, Inc., Rt. 1, Huntsville, OH 43324, 513-686-4400.

Graf, Janice and Lesa, Graf Growers, 3678 Minor Rd., Copley, OH 44321.

Grimm, Fred and Katie, 405 Toussaint, Oak Harbor, OH 43449.

Grube, Lee, Gary Hartman, Marvin Lamka, Concord Creek Hort. Center, 2315 S. Co. RD. 25A, Troy, OH 45373, 513-335-7573.

Gustafson, Ken and Denise, Ashland Berry Farm, Rt.2 Box 156, Beaverdam, VA 23015, Sell St Pu Bb R.

Gygax, Frederick and Mrs. Jane Gygax, Rose Glen Farm, W267-S4098 Saylesville Rd., Waukesha, WI 53186.

Hackman, Edward and Ruth, Golden Harvest Farm, 6203 Johnstown Rd., Mt. Vernon, OH 43050, 614-397-5975.

Hadley, Herb and Avalon, Ohio State University, 2120 Fyffe Road, Columbus, OH 43210.

Hagenow, Mark, ADI Chem., P.O. 81, Carmel, IN 46032.

Haines, Paul, Strawberry Hill Farm, 8250 Frederick, Dayton, OH 45414.

Hall, Gene, South Carolina Dept. of Agriculture, P.O. Box 11280, Columbia, SC 29211.

Haney, Don, Mark, Ann and Marlene, Appledale Farm, Rt. 2 Box 169, Nancy, KY 42544, 606-636-6148 Buy JJ Pc Ca Sell A.

Hardin, N. Carl, Extension Specialist-Horticulture, West Virginia University, 2090 Ag. Sciences Bldg., Morgantown, WV 25606.

Hartzler, Ed, Karen, Dale and Laura Danderlin, Apple Hill Orchards, 1175 Lex-Ontario Rd., Mansfield, OH 44903, 419-884-1500, Buy A P Sell A.

Haveman, Glenn and Rebecca, Whiteland Orchards, RR 1 Box 130, Whiteland, IN 46184, 317-535-8495, Buy P Sell A.

Hayes, Woody, Ohio State University, 410 W. Woodruff, Columbus, OH 43210.

Haynes, Bill, Agriculture Extension Agent, 777 N. Columbus, Lebanon, OH 45036.

Hays, Lloyd and Nancy, L. W. Hays Orchards, Inc., 3622 Middleton Road, Columbiana, OH 44408, 216-482-2924, Sell Ci.

Hendrickson, Homer and Susan, Honey Hill Farm, 8926 So. Union Road, Miamisburg, OH 45342, 513-866-6057, Buy A SC.

Hepburn, Terry, Hepburn Orchards, P.O. Box 219, Hancock, MD 21750, 301-678-6147.

Herring, Burdette, Herring's Berry Farm, 3961 East Road, Lima, Ohio 45807.
Herring, Deborah, American Fruit Grower Magazine, 37841 Euclid Avenue, Willoughby, OH 44094, 216-942-2000.
Heston, Thomas and Marlene, Heston's Greenhouse & Garden Market, 3574 N. State Rt. 605, Sunbury, OH 43074, Buy V BPHP Sell SC.
Hicks, Alfred, Hicks Nurseries, Inc., Jericho Turnpike, Westbury, NY 11590.
Hileman, William and Jean, Kistaco Farm, RD 3 Box 47, Apollo, PA 15613, 412-478-4361, Buy Pe Sell A Ci.
Hilger, Joe, John, Mary, Elaine, Steve and Vez Trahin, Clyde and Jody Nix, Hilger's Farm Market, Inc., RR 5, Butt Road, Ft. Wayne, IN 46818, 219-625-3030 or 625-4851, Buy WCP HF Sell Pt SC M GB Cc.
Hill, Donald and Sandy, Montrose Orchards, 12473 Seymour Rd., Montrose, MI 48457, 313-639-6975.
Hill, Lyle and Jeffrey, Harvest Haven Inc., 6067 McKee Road, Rt. 2, Madison, WI 53711, Buy MM WM A Ci Pp Pu Sq Sell T R.
Hill, Ronald, Creative Merchandising Co. Inc., 27 Bessemer St., Springfield, MA 01101.
Hirsch, Frank and Becky, Hirsch Fruit Farm, 12854 St. Rt. 772, Chillicothe, OH 45601, 614-775-7056, Buy P Sell A.
Hirst, Timothy and Pat, Blueberry Hill Fruit Farm, 10994 Marlboro Ave., Alliance, OH 44601, 216-935-2149.
Hisey, Ben, 3453 St. Rt. 138, Greenfield, OH 45123.
Holdren, Larry, Sheryl, Robert, Ida and Ann Norman, Mary Gregg, Holdrens' Market, 2514 Washington Blvd., Belpre, OH 45714, 614-423-9911, Sell A.
Horton, Robert and Jayne, The Black Barn, 1899 St. Rt. 63, Lebanon, OH 45036, Buy P A H JJ Sell T SCr Pu.
Hoyt, Donald and Darlene, Hoyt's Country House, 4086 Jeddo Rd., Jeddo, MI 48032, 313-327-6024.
Huber, Joseph and Bonnie, Joe Huber Farms, RR 1 Box 648, Borden, IN 47106.
Huffman, Allen and Marie, Old Barn Fruit Farm, 7275 W. Third St., Dayton, OH 45427.
Hum, Bess, Minnesota Dept. of Agriculture, 90 West Plato Blvd., St. Paul, MN 55107, 612-296-2847.
Hungate, Lois and Walter, Ohio State University, 2120 Fyffe Road, Columbus, OH 43210.
Hybels, Bert and Helen, Harold Crafts, Bob Powers, Crunchin-Munchin, 1825 W. Main, Kalamazoo, MI 49007.
Ingraham, Jim, American Vegetable Grower Magazine, 37841 Euclid Ave., Willoughby, OH 44094, 216-942-2000.
Jackson, Luann and Patricia, 768 S. Fifth St., Columbus, OH 43206.
Jarosz, John and Agatha, Co-op Farm Fresh Produce, Pine Island Turnpike, Pine Island, NY 10969, 914-258-4071, Sell O L Pu.
Jenkins, Robert, Tennessee Agricultural Extension Service, P.O. Box 1071, Knoxville, TN 37901.
Johnson, Andrew and Ruth, CCC Fruit Farm, 14135 N. Old 3C Road, Sunbury, OH 43074.
Johnson, Rodney, David Lundstrom, Johnson Farm Prod. Corp., RR 1, Hobart, IN 46342.
Jones, Lee, Bob Jones Farms, 384 Scheid Rd., Huron, OH 44839.
Jutte, Oscar and Suzanne, Jutte's Fruit Farm, R 2, Ft. Recovery, OH 45846, 419-375-2304, Buy P B1 A Sell MM.
Kammerer, R. A. and D. M., Kammerer's Fruits, 2469 Linebaugh Rd., Xenia, OH 45385.
Kapnick, Charles and Janice, Kapnick Orchards, 4245 Rogers Hwy., Britton, MI 49229.
Kappler, Naomi, Cindy Laing, Kappler's Hill Stop Orchard, 10884 Lisbon St. E., Louisville, OH 44641, 216-488-8257, Buy P DF Sell St A Ci.
Karnes, William and Kathryn, Karnes Fruit Farm, 11838 Karnes Rd., Greenfield, OH 45123.
Keller, Ken and Mary, Tri-Advertising, Inc., 6600 Busch Blvd., Columbus, OH 43229.
Kercher, Thomas, Tim Devoe, Sunrise Orchards, Inc., 19751 CR 38, Goshen, IN 46526.
Kerr, Jett, Blue Skies Orchard, R 3 Box 30, Wauseon, OH 43567.
Kessler, Pauline and Harold, Kessler & Sons Orchard, RD 4, Berwick, PA 18603, Buy A Sell A Pt.

Kidd, Lyle and Doris, Rusty Acres Fruit and Berry Farm, RR 3, Connersville, IN 47331,
317-825-6106.

Kilpatrick, Bill, Riverbend Farms, Rt. 11, Sevierville, TN 37862.

King, Donald, Lucile and Bill, King Orchard, 578 E. Possum, Springfield, OH 45502.

Kirch, Sharon, Ada Lawrence, Rt. 3, Warsaw, OH 43844.

Kleck, Daryl and Carol, Kleck's Country Market, 3-6259-J, Delta, OH 43515, 419-822-4433,
Buy P Sell SC T Pk.

Klopfenstein, Stephen and Lois Ann, Rittman Orchard, 13548 Mt. Eaton Rd., Doylestown,
OH 44230, Sell A.

Kurtz, Raymond and Marie, 5828 W. Garfield Rd., Salem, OH 44460, 216-427-6842.
216-427-6842.

Laidlaw, Carl and Gwyneth, Iona Haven Farm Market, RR 2, Norval, Ont. Canada, 519-455-8399.

Laidlaw, Cliff, The Apple Factory Inc., RR 2, Norval, Ontario, LOP 1K0, 416-846-3715.

Landes, Stan and Dennis, Kenneth Bowman, Bowman-Landes Turkeys, 6490 E Ross Rd.,
New Carlisle, OH 45344.

Lane, Jim, Rachel and Dan, Rachel Jewell, Orchard Lane, 2189 St. Rt. 235, Xenia, OH 45385,
513-372-6408, Buy Sb P.

Lawrence, Dal and Isabelle, Lawrence Home Produce, 15145 S.R. 568, Findlay, OH 45840,
419-422-2647.

Lawrence, John and Dorothy, Lawrence Orchards, 2634 Smeltzer Rd., Marion, OH 43302.

Leckler, Patrick and Melanie, Leckler's Inc., 13001 Telegraph Rd., LaSalle, MI 48148.

LeCount, Nelson, RR 1, Wawaka, IN 46794.

Lemka, Raymond and Sue, Appleland Farm Mkt., 2406 Phillips Rd., Castleton, NY 12033,
518-477-9875, Buy CLFV Sell A.

Less, Paul and Jeanne, 6385 W. South Range Rd., Salem, OH 44460, 216-533-5343.

Lincoln, James, Ladd Winne, Michigan Certified Farm Markets, P.O. Box 30960,
Lansing, MI 30960

Linville, Paul and Margaret, Linvilla Orchards, 208 W. Knowlton Rd, Media, PA 19063.

Litt, Wendell, Bill and Mary, Bertram Guernsey Co. Farmers Mkt., Crt. Hse. Annex,
Cambridge, OH 43725.

Loughman, John and Mike, Loughman's Farm Market, 1588 N. Sayers Rd., Troy, OH 45373.

Lushington, Carla, Dalhousie Market, #575 Rue Balmoral, Balmoral, N.B., Canada E0B 1C0.

MacQueen, Robert and Mrs. Marlene, Macqueen Orchards, 7605 Garden Road, Holland, OH 43528.

Madsen, Wayne, Penny Holubowsky, The Elegant Farmer, Rt. 3 Box 41, Mukwonago, WI 53149.

Makielski, Edward, Makielski Berry Farm, 7130 Platt, Ypsilanti, MI 48197, 313-434-3673.

Manfull, Clair and Sara, C.L. Manfull Fruit & Vegetable Market, Box 20, Augusta, OH 44607,
Sell A Cg SC Pu

Marlin, William and Mrs. Ann, Marlin Orchards and Garden Centre, RR 1, Cornwall,
Ontario K6H 5R5.

Marshall, Dallas, Mary, Renee and Darin, Bruce Schmidt, Cantwell Cliff Apple Orchard,
13299 Carpenter Road, Rockbridge, OH 43149 Sell A.

Mattern, Richard, Holiday Hills Orchard, 316 Newry St., Hollidaysburg, PA 16648.

Mattner, Richard and Darlene, Pierson's Frt. Mkt., R 1 Box 180, EauClaire, MI 49111.

Mayes, Charles, Virginia Dept. of Agr., 203 N. Govenor St., Richmond, VA 23219,
804-786-3951.

Meadows, Boyd and Bruce, Halfway Market, P.O. Box 553, Milton, WV 25541.

Michaels, Charlie and Barbara, Fly Creek Cider Mill, Fly Creek, NY 13337.

Miller, Bernard, Jane, Kevin and Colleen, Sue Chadwick, Miller's Orchard, 14711 Clinton
River Road, Sterling Heights, MI 48078, 313-247-2487.

Miller, Mark and Dale, Miller's Country Gardens, 2488 West St. Rt. 37, Delaware, OH 43015,
Buy M A P Sell SC GB T Cg.

Minardi, Ben and Christine, Styer Orchards, Woodbourne Rd., Langhorne, PA 19047.

Minges, John and Gloria, Mary Ellen Eckel, Minges Produce, 10109 New Haven Rd.,
Harrison, OH 45030.

Minor, Mr. and Mrs. Samuel, The Spring House, Box 112, Eighty Four, PA 15330, 412-228-3339.

Moes, Nelson and Alice, Moes Cider Mill, 1240 West River Road, Vermilion, OH 44089, 216-967-5335.

Moherman, Tom, Tom's Farm Market, 732 C.R. 1775 RD 6, Ashland, OH 44805.

Mohlar, Stephen and Gail, Orangeport Orchards, 7572 Slayton Settlement Road, Gasport, NY 14067, Sell A Cr Pe Ci.

Mohr, Steve and Marlene, Dorothy McCarty, Sarah Diamond, The Ohio Orchard Co., Box 385, Milford Center, OH 43045, 513-349-2081.

Mohr, Wilma, DeDe Mott, Mohr's on the Farm Market, 474 W. St. Rt. 571, Tipp City, OH 45371, 513-667-3807.

Molyet, Edwin, Paul, Hollis and Eula Mae, Molyet Farm Market's, 3942 Tiffin Rd., Fremont, OH 43420, Buy A P Sell MM WM.

Montgomery, Jack, Taylor & Sons, 6955 E SR 101, Clyde, OH 43410, Sell A P R St.

Moore, Richard and Helen, Moore Orchards, 10549 W. Boylen Rd., Oak Harbor, OH 43449.

Morse, Stephen and Candace, Beak & Skiff Apple Hill, 4472 Cherry Valley Turnpike, Lafayette, NY 13084.

Morton, Ted, Janice and Dan, Farmer Dan's, 4867 Chambersburg Rd., Dayton, OH 45424, 513-236-3583, Buy CLFV Ch H.

Mount, Gary and Pamela, Terhune Orchards, 330 Cold Soil Rd., Princeton, NJ 08540.

Mumma, Rick and Jonnie, Mumma Fruit Farms, 400 Shiloh Springs Rd., Dayton, OH 45415, 513-275-5837, Buy P Sell St R M SC Cg Pu A.

McCarron, William and Betty, McCarron's Orchard, 7290 W. Carpenter Rd., Flushing, MI 48433, Buy Cs Pn Sell A.

McClory, Walter and Nancy, 5662 Dublin Rd., Delaware, OH 43015, Buy A P Sell GB T.

McConnell, Mason, McConnell Apple House, 4536 St. Rt. 14, Ravenna, OH 44266.

McConnell, Richard and Matt, Jim Fridrich, Jeff Wells, McConnell Berry Farm, 11421 Green Valley Rd., Mt. Vernon, OH 43050, 614-392-7156, Buy SC C P A Pe Cr.

McCool, Glen, Sally and Jackie, McCools Country Fair Farm Market, 223 Walnut, Covington, OH 45318, Buy A P B CT BP SC Sell Bn Pu M.

McDermitt, Freedus and Debbie, McDermitt's, RR 1 Box 135, St. Marys, OH 45885.

McNab, Archie, Yellow Point Produce Farm, Yellow Point, Ladysmith, British Columbia.

Newkirk, LeRoy and Joan, The Orchard, RR 1 Box 122B, Sandwich, IL 60548, 815-786-9079.

Nicholson, Joseph, Red Jacket Orchards, Rt. 5 & 20 West, Geneva, NY 14456, Sell A P St Ci.

Ohlman, Lawrence, Sharon and Mindy, Sandy Spoerke, Ohlman's Farm Market, 3901 Hill Avenue, Toledo, OH 43607, Buy SC MM CT Sell SC.

Oliver, Christine, Bathurst Farm Market, RR 2 Box 455, Bathurst, New Brunswick.

Oostvogels, Peter and Mary, Ann and Cok Kekkuliet, Talbotville Fruit Market, RR 7, St Thomas, Ontario, Canada N5P 3T2.

Packer, William and Martha, Packer's Orchard, Box 207 Rt. 2, Adena, OH 43901, 614-546-4033, Buy A SC T C P.

Palmer, Dean and Jean, Vita-Ful Orchards, 43687 Butternut Ridge, Oberlin, OH 44074, 216-774-6639.

Patterson, Samuel and Iona, Patterson Fruit Farm, 11414 Caves Rd., Chesterland, OH 44026.

Penton, William and Gunver, Penton's Country Market, 1333 North Ridge Rd. W., Lorain, OH 44052.

Peters, Edgar, Henry Layden, Davis Orchards & Farm Mkt., Rt 1 Box 428, Carrollton, VA 23314, 804-238-2415.

Peters, Robert and Karen, Robert and Carole Thompson, Peters' Farm Market, 13609 Lockbourne Eastern Road, Ashville, OH 43103, 614-983-2997.

Phillips, G. Howard, Ohio State University, 2120 Fyffe Road, Columbus, OH 43210, 614-422-2701.

Phillips, Margaret and Paul, A.B. Phillips & Sons Fruit Farm, 30 E. Main St., Berlin Heights, OH 44814, 419-588-2329, Sell Cr A.

Pinchock, Rick and Sally, R.C. Pinchock Nursery, 8710 LaRue-Prospect Rd., LaRue, OH 43332, 614-499-2991.

Polter, Danny and Carol, Polter's Berry Farm, 1015 CR 220, Fremont, OH 43420,
Sell M T Cg Pp.
Pontious, Richard W., Richard L. and Imogene, Pontious Berry Farm, Box 45, White Heath,
IL 61884.
Porter, Harold, Lyle Hill, 6641 Gettysburg Dr., Madison, WI 53705, 608-836-8265.
Porter, Roger, Maxine and Raymond, Porter's Orchard, 12090 Negel Rd., Goodrich, MI
48438, 313-636-7156.
Powers, Roger and Betsy, Powers Farm Market, 91 Golf Ave., Pittsford, NY 14534,
716-586-7907.
Preuss, Richard, RR 2, Pardeville, WI 53954, 608-429-3405.
Price, Arthur and Alice, Schuyler Hill Orchards Ltd., RR 3, Paris, Ontario N3L 3E3.
Puckett, Herman, 8595 Bunnell Hill, Springboro, OH 45066.
Pugh, Al, Ohio State University, 2120 Fyffe Road, Columbus, OH 43210.
Quinn, Mark, Oberlanders Cider Mill, 1414 Sandusky St., Bucyrus, OH 44820.
Quirk, Kathy, Dayton-Journal Herald, 37 S. Ludlow St., Dayton, OH 45401.
Radewald, Stanley and Barbara, Radewald Farms, 4550 M-140 Niles, MI 49120, 616-683-4194,
Sell St T.
Ramsey, Allan, University of Kentucky, Agricultural Economics Dept., 4257 Clemens Dr.,
Lexington, KY 40514.
Ransford, Linda, Direct Marketing Coordinator, IN Division of Agriculture, 440 N.
Meridian St., Indianapolis, IN 46204, 317-232-8770.
Reger, Mason, P.O. Box 5, Mt. Jackson, VA 22842.
Restivo, Joe and Suzanne, Sam's Country Market, Clappison Corners, Waterdown, Ont.
Rhoades, Brent, Sherri Eversole, Jean Smith, Rhoades Farm Market, 2263 Puthuff,
Circleville, OH 43113.
Rice, Howard, Rice's Berry Farm, 6875 Oakland Rd., Loveland, OH 45140, 513-683-0186.
Richardson, Neil, Barbara and Patti, Richardson's, 375 Tuxedo Ave., Brooklyn Hts.,
OH 44131, 216-661-7818, Buy M RR A Sell SC BP Po LI T.
Ringhausen, Wm. and Joann, Alspaugh Orchard, R 2, Pittsfield, IL 62363.
Robertson, Edward and Ellenrose, Robertson Fruit Farm, RD 4, Burgettstown, PA 15021,
412-947-4249.
Robinette, James and Mary Bethel, Robinette's Apple Haus, 3142 4 Mile Rd. NE, Grand
Rapids, MI 49505.
Rockwell, Robert and Louis, Rockwell Orchards, 60420 Sandy Ridge Rd., Barnesville,
OH 43713, 614-425-2710.
Roemer, Mary and Robert, Stony Run Farm Market, 2997 Morman Rd., Hamilton, OH 45013,
513-523-6891, Buy Sb F BP V Sell Pu Sq IC SC GB.
Rogers, Harold, 36411 W. Franklin St., Bellbrook, OH 45306.
Rogers, Joe, KY Dept. of Agriculture, Capitol Plaza Towers, Frankfort, KY 40601,
502-564-4896.
Romp, Bob, Terry and Loretta, Holly Pritschau, Ken Cervenak, Bob Graf and Corinne,
Danny Boy Farm Market, 24579 Lorain Road, North Olmsted, OH 44070, 216-777-2338.
Rothschild, Robert and Sara, Rothschild Berry Farm, 3143 E. Rt. 36, Urbana, OH 43078,
Buy H Sell RR.
Rouster, Dan and Donna, Rouster's Apple House, 1986 S.R. 131, Milford, OH 45150.
Royer, Edwin, 5428 Mad River Rd., Dayton, OH 45459.
Rubright, Lawrence, Larry Yager, Area Extension Agent, 315 Jones Law Bldg. Annex,
311 Ross St., Pittsburg, PA 15219.
Rutherford, Ruth, Rutherford Orchards, 9615 Bluff Rd., Banning, CA 92220, 714-849-2086.
Sage, Allen and Eleanor, Sages Apples, 11355 Chardon Rd., Chardon, OH 44024.
Sage, John, Sam Patterson, Patterson Fruit Farm, 384 Park Ave., Chardon, OH 44024.
Sayers, Michael, 938 Birchmont Rd., Columbus, OH 43220, 614-451-0006.
Schaefer, William, Suncrest Orchard, 6622 W. National Rd., New Carlisle, OH 45344.

Schapanski, Tom, Nugent & Schapanski Orchard, Grafton, IL 62037, 618-786-3305.
Schellinger, John, Schellinger Orchards & Gardens, 6360 N. Hwy. K, Hartford, WI 53027,
Buy SC Pt P Pe Sell Sq Cg.
Schlicher, Brad and Denice, Dennis Goetschy and Kaye, Poormans Ponderosa, 9053 W. Parker,
Laingsburg, MI 48848.
Schmotzer, Norman, Brian and Carolyn, Bonnie Becker, Della and Jerome Halpin, Schmotzers
Orchard, 31925 Walker Rd., Avon Lake, OH 44012, 216-933-6035, Sell Pe A.
Schomaker, Joseph, 11620 Hamilton Cleres Rd., Hamilton, OH 45011.
Schultz, Paul and Leona, S & H Orange Barn, 8263 St. Rt. 703 E., Celina, OH 45822.
Scott, Harvey and Shirley, Scott's Farm, 5356 Birdland Ave., Dayton, OH 45427.
Scott, Nancy and John, Apple Hill, 930 North Pasadena, Elyria, OH 44035, 216-965-4501,
Buy AB SC M P Sell A.
Shafer, Ron, 10440 St. Rt. 185, Bradford, OH 45308, Buy Se BP Co Sell SC Sb.
Shaffer, Emerson and Lorene, Jem-Ene Farms, 6770 Mink Road, Pataskala, OH 43062.
Shelton, James and Betty, Shelton's, 1832 So. 11th, Niles, MI 49120.
Sierer, Jeanne, Lou Defazio, Whispering Springs Fruit Farm & Market, RD 1, Mt. Pleasant
Mills, PA 17853, Sell A P Pl N.
Sipple, Terry and Marilyn, TM & K Market, 3932 US Rt 127, Greenville, OH 45331,
513-548-5003.
Smith, Jan, Harvey Farmers Market, Harvey Station, N.B. Canada EOH 1H0.
Smith, Lot and Bettie, (U-Pic) Farm, 3285 Watkins Rd., Columbus, OH 43207, 614-235-6364.
Snavelly, Dennis and Susie, Mom Wilson's Country Sausage, 7720 US 23 N, Delaware, OH 43015.
Snider, Arlene, Dorwin Teters and Dorris, Joann Lidesay, Spring Creek Apple Acres,
8120 N. Union-Shelby Rd., Piqua, OH 45356, 513-773-1851.
Soergel, Randy, Warren, Jean and Marie, Chan Hood, Soergel Orchards, 2573 Brandt School
Rd., Wexford, PA 15090, 412-935-1743.
Sonka, Evelyn and Louis, Sonka's Apple Ranch, 19200 Cherokee Road, Tuolumne, CA 95379.
Sosiak, Dan, Sosiak's Berry Farm, RR 3, Box 85, Portage la Prairie, N.B. Canada.
Spiegelberg, Ruth, Spiegelberg Orchards, 6161 Middle Ridge Rd., Lorain, OH 44053.
Spierings, Anthony and Brenda, The Dutch Barn, Inc., 4944 Detroit Rd., Sheffield Village,
Elyria, OH 44035, 216-934-4923.
Springman, Cynthia, 207 Ashwood Ave., Dayton, OH 45405.
Stackhouse, Sharon, 83 W. Northwood Ave., Columbus, OH 43201.
Stacy, Ralph and Joan, Stacy Farms, Rt. 7, Devol Dr., Marietta, OH 45750, Buy A P B Pt
WM N Sell Cf Br Cg Pp Ep Sq PB C Pu T Cc SC.
Stalnaker, Commodore, Historic Mormom Orchard, 6203 Pioneer Trail, Hiram, OH 44234,
216-569-3113.
Starr, R. Sheldon and Mrs. Sheldon, Farmer Starr's Market, Rt. 2, Chambersburg, PA 17201.
Steinbauer, James and Marian, R. E. Steinbauer & Sons, 3658 CR 195, Clyde, OH 43410,
419-547-0010.
Stephens, Boyd, Horseshoe Farm Market of Delaware, 491 E US 42 N, Delaware, OH 43015,
614-363-2422.
Stephenson, Ronald and Nancy, Stephenson's Orchard, 6700 Lee's Summit Road, Kansas City,
MO 64136, 816-373-5138.
Still, Steven, Horticulture Dept., Ohio State University, 2001 Fyffe Court, Columbus,
OH 43210.
Stockton, J. McArthur, 107 Brown, Albany, KY 42602, Sell T Pp.
Stokes, Kathy, Woodstock Farm Market, Woodstock, New Brunswick, Canada.
Strang, John, University of Kentucky, Dept. of Horticulture, N 308 Agr. Sci. Ctr. North,
Lexington, KY 40506.
Stuckey, Gene, Rosalyn and Steve, Stuckey Farm, R 3, Sheridan, IN 46069, 317-372-3636.
Sullivan, Douglas and Ethel, Circle S. Farm Market, 9175 London-Groveport Rd.,
Grove City, OH 43123.
Suter, Russel, Gene and Ron, Suter Produce, Rt. 1 Box 253, Pandora, OH 45877, Sell SC MM.
Swank, Chester and Lillian, Springhill Orchards, 7001 Ralieggh Rd., Annandale, VA 22003,
Buy P Sell Pe.
Taylor, John, Dairy & Drugs, Main St., Reynoldsburg, OH 43068.
Taylor, L. J. Taylor Inc., P.O. Box 292, Hillsdale, MI 49242.

Ten Eyck, Peter, Indian Ladder Farms, Executive Park, Albany, NY 12203, 518-482-8996.
Terrano, Joseph, Wagon Wheel Farm Mkt., 198 East Aurora Rd., Northfield, OH 44067.
Thackery, Gordon and Eleanor, Thackery's Market, 6523 Dialton Rd., Springfield, OH 45582.
Thomen, Wallace, Thomen Poultry Farm, 7677 Columbus Rd., Mt. Vernon, OH 43050,
614-397-1434.
Thompson, Jeffrey, Mrs. Charles, Charles and Gary, Thompson Strawberry Farm, 14000
75th St., Bristol, WI 53104.
Thurman, Charles and Dutch, Schmidt Farms, Rt. 7 Box 4 Cairo Rd., Paducah, KY 42001,
502-443-0136, Buy CLFV N JJ Sell A Ci V BP.
Tice, Richard, Tice Farms, 427 Chestnut Ridge Rd., Woodcliff Lk., NJ 07675.
Tono, Jackie, Jere Eukai, Sharon Sugihara, Tanaka Farms Vegetable Market, Rt 2 Box 297,
Longmont, CO 80501, Sell O SC Cg Pp.
Treat, Robert and Mary, Barbra Wagner, Robert Treat Farm, 191 Chapel St., Woodmont, CT
06460, 203-878-9646.
Turner, Ross and Vicki, Turners Farm Market, R 1 Box 627, Waupaca, WI 54981.
Tywater, Earl and Ann, Earl's Fruit Stand, P.O. Box 281, Franklin, TN 37064.
Ullrich, Bob and Nancy, Jip Snowden and Dolores, Phil Craig, Hidden Valley Fruit Farm,
5474 N. St Rt 48, Lebanon, OH 45036, 513-932-1869, Buy Sb P A R V Sell A Ci.
Utzinger, James, Ohio State University, 2001 Fyffe Court, Columbus, OH 43210.
Vandemark, Vern, Ohio State University, 2120 Fyffe Road, Columbus, OH 43210.
Vanderputten, Gerry, 20 Mile Farm, 3394-W US 22-3, Loveland, OH 45140.
Van Ruiten, Ted, Groby's Garden Centers, Inc., 4301 Far Hills Avenue, Dayton, OH 45429.
Varian, Reed, 333 S. Cedar, E. Canton, OH 44730.
Veri, Al and Kathy, Farmer Al's, 201-136 Queen Vict. Dr., Hamilton, Ontario, L8W 1W7,
416-389-9517.
Vermeulen, Brian and Valerie, Three Farmer's Market, 4134 E. Main St., Williamson, NY
14589, 315-589-9340, Sell A.
Vondrash, Joseph and Eleanor, Valley Fruit Farm, RR 3, 121st Ave., Allegan, MI 49010,
616-673-6890.
Walcher, Jim and Kathy, Walcher's Ridge Road Farm, 209 Ridge Road So., Willard, OH 44890,
Sell Pu P.
Walz, Don, Pettis County Fruit Growers, Rt. 4, Sedalia, MO 65301.
Wasem, Ed and Leola, Wasem Fruit Farms, 6512 Judd Rd., Milan, MI 48160, Buy RMI Sell A.
Watkins, Ed, 55055 SEA-Extension, USDA, Washington, DC 22250.
Watson, Jack, SC Dept. of Agr., P.O. Box 11280, Columbia, SC 29211.
Weber, Stephen and Jo Ann, Weber's Cider Mill Farm Inc., 2526 Proctor La., Baltimore,
MD 21234.
Waugh, Carrol and Ivan, C. E. Waugh, 574 Sun Valley Dr., Gallipolis, OH 45631, Buy Pu
A Ci WM C Sell IC T GB.
Weiss, Katie, Home Gardening Coordinator, Dept. of Horticulture, University of Nebraska,
Lincoln, NE 68583.
Wendzel, David, 8399 North 46th St., Augusta, MI 49012.
Wesler, Beryl, Wesler Orchards, RR 1 Wesler Road, New Paris, OH 45347, 513-437-8921.
Wessel, Kelso and Judith, Oak Grove Farm, 1590 Cumberland NE R 2, London, OH 43140.
Whetson, R, Alan Kaczur, Whetson Farm, 8858 Durst-Colebrook Rd., N. Bloomfield, OH 44450,
Buy A P Pl Sell Cg Pp Cc.
White, Scott and Karen, White's Farm Market, RD 4 Box 60, Clarks Summit, PA 18411,
717-587-5710.
Whitehead, Ronald, Virginia Dept. of Agr., 203 N. Govenor St., Richmond, VA 23219,
804-786-3951.
Whiting, Don, Farmers Direct Mkt., Rt 1, Whitewater, CO 81527, 303-227-3928.
Whiting, Ron, Farmers Direct Market, Rt. 1, Whitewater, CO 81527.
Wiard, Phil, Emily, Jay and Chris, Wiard's Orchards, 5565 Merritt Rd., Ypsilanti, MI 48197,
313-482-7744, Buy P Sell A.
Wickerham, Wayne and June, Tom and Cindy Brown, Wickerham Produce, R.R. 1, Huntsville,
OH 43224, 513-686-4674,

Wild, Stuart and Dee, Hazelridge Orchard, 32 Constance Blvd., Williams Bay, WI 53191.
Wilhelm, Gene and Jackie, Wilhelm Farms, 6001 SW Meridian Wy., Tualatin, OR 97062,
503-638-5387.

Williams, Charles and Mrs. Charles, Fashion Farm, Inc., RR 1 Lincolnway W., Ligonier, IN
46767, 219-894-4498, Buy WM F.

Williams, Robert, Brothers Four, 3225 W. Elm, Lima, OH 45805.

Wilson, Dennis, Hill Orchards, 2024 S. Fenner, Caro, MI 48723, 517-673-6894.

Witzky, James and Beverly, Donald Grantex, Witzky's Amish Pantry, 1575 Orchard Park Rd.,
Lexington, OH 44904.

Yarnell, Gerald and Barbara, Yarnell's Vegetables, 8216 Africa Rd., Westerville, OH 43081.

Young, Donald, Leona and David, Nicolette Grubb, D.E. Young Inc., Don-E-Apple Seed,
Parcher Rd., Bucyrus, OH 44820.

Zandstra, Dennis and Pat, Zandstra's Farm, 10240 Indianapolis Blvd., Highland, IN 46322,
219-924-1095.

CODING OF INFORMATION ON BUYING AND SELLING
BY MARKET OPERATORS

B U Y I N G = Buy

S E L L I N G = Sell

<u>Products</u>	
A	Apples
AB	Apple Butter
Ap	Apricots
Bn	Beans
BP	Bedding Plants
BPHP	Bedding Plants and House Plants
B	Berries
Bb	Blackberries
B1	Blueberries
Br	Brocoli
Cg	Cabbage
Ca	Candy
C	Cantalope
Cf	Cauliflower
Cr	Cherries
Ch	Cheese
CT	Christmas Trees
Ci	Cider
Cs	Citrus
Co	Containers
Cc	Cucumber
CLFV	Complete Line of Fruit and Veg.
DF	Dried Fruits
Ep	Eggplant
F	Fruits
FVOS	Fruits and Veg. Out of Season
Gf	Gifts
Gd	Gourds
GF	Gourmet Foods
G	Grapes
GB	Green Beans
HF	Health Foods
H	Honey
HP	House Plants
IC	Indian Corn

<u>Products</u>	
JJ	James & Jellies
J	Juice
L	Lettuce
L1	Lilies
MS	Maple Sugar
M	Melons
MM	Muskmelons
N	Nectarine-Selling
N	Nuts-Buying
O	Onions
P	Peaches
Pn	Peanuts
Pe	Pears
Ps	Peas
Pp	Peppers
Pk	Pickles
Pl	Plums
Po	Poinsettias
PB	Pole Beans
Pc	Popcorn
Pt	Potatoes
Pr	Prunes
Pu	Pumpkins
R	Raspberries
RR	Red Raspberries
RMI	Roadside Market Items
Se	Seed
Sq	Squash
Sb	Strawberries-Buying
St	Strawberries-Selling
Scr	Summer Crops
SC	Sweet Corn
T	Tomatoes
V	Vegetables
WM	Watermelons
WCP	West Coast Products

FOREWORD

The 20th Annual Ohio Roadside Marketing Conference was held in the Dayton Ohio Convention Center, January 13-15, 1980. Approximately 900 operators and exhibitors from 24 states and 4 provinces in Canada attended.

These proceedings cover the spoken part of the conference including the question and answer sessions but not the slides and other visual portions or the trade show which had 52 exhibitors of supplies, services, and products useful to farm market operators.

The local planning committee was again most essential in helping determine policy and in planning the conference program. The members of the committee for the 20th Conference were:

Market Operators

Mr. & Mrs. Howard Adae
Mrs. Mildred Bihl
Mr. & Mrs. Del Burger
Mr. & Mrs. David Cooper
Mrs. Marleen Mohr
Mr. & Mrs. William Penton
Mr. & Mrs. Brent Rhoads
Mr. Lot Smith
Mrs. Douglas Sullivan

Ohio State University Staff

Mr. William Brooks
Dr. & Mrs. M. E. Cravens
Dr. Lois Hungate
Dr. James Utzinger
Dr. Vern Vandemark
Mrs. Pauline Scott

Mr. Steve Barker - Manager, Ohio Farm Markets Division
OAMA

The speeches were transcribed from the tapes by Mrs. Julia Edmonds. Mrs. Colleen Kvaska did the final typing. Sharolyn Dick did the final proofreading and handled the mailing.

21st Conference - The 21st Annual Ohio Roadside Marketing Conference will be held at the Dayton Ohio Convention Center, January 11-13, 1981.

Copies of the proceedings are included in the \$10 registration fee for the conference. For others the price is \$7.00 per copy. For further information regarding the conference contact:

M. E. Cravens, Professor
The Ohio State University
2120 Fyffe Road
Columbus, Ohio 43210
Telephone (614) 422-2701